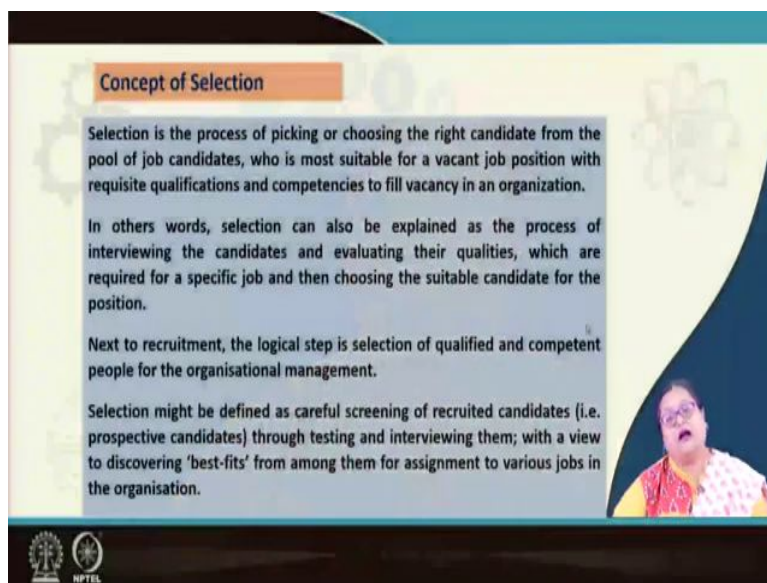


**Principles of Management**  
**Prof. Susmita Mukhopadhyay**  
**Vinod Gupta School of Management**  
**Indian Institute of Technology, Kharagpur**

**Module - 07**  
**Lecture – 33**  
**Recruitment and Selection (Continued)**

Welcome back to the session. We were discussing about Recruitment and Selection. Let us see what is there in today's discussion.

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**Concept of Selection**

Selection is the process of picking or choosing the right candidate from the pool of job candidates, who is most suitable for a vacant job position with requisite qualifications and competencies to fill vacancy in an organization.

In other words, selection can also be explained as the process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position.

Next to recruitment, the logical step is selection of qualified and competent people for the organisational management.

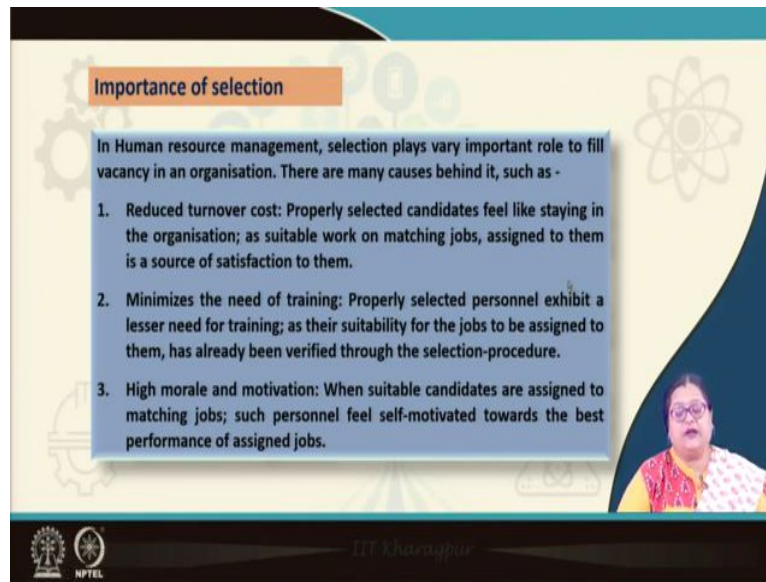
Selection might be defined as careful screening of recruited candidates (i.e. prospective candidates) through testing and interviewing them; with a view to discovering 'best-fits' from among them for assignment to various jobs in the organisation.

The slide also features a small video inset of Prof. Susmita Mukhopadhyay in the bottom right corner and the NPTEL logo in the bottom left corner.

After that recruitment is done which is creating an application pool the next concept which is important is that of selection. Selection is the process of picking or choosing the right candidate from the pool of job candidates, who is most suitable for a vacant job position with requisite qualifications and competencies to fill vacancy in the job.

So, it takes place after recruitment process and it is the logical step after the recruitment process, which helps to get competent people for the organization. So, it is defined as a careful screening of recruited candidates that is prospective candidates through testing and interviewing them with a view to discovering the best fits from among them for assignment to various jobs in the organization.

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**Importance of selection**

In Human resource management, selection plays a very important role to fill vacancy in an organisation. There are many causes behind it, such as -

1. **Reduced turnover cost:** Properly selected candidates feel like staying in the organisation; as suitable work on matching jobs, assigned to them is a source of satisfaction to them.
2. **Minimizes the need of training:** Properly selected personnel exhibit a lesser need for training; as their suitability for the jobs to be assigned to them, has already been verified through the selection-procedure.
3. **High morale and motivation:** When suitable candidates are assigned to matching jobs; such personnel feel self-motivated towards the best performance of assigned jobs.

The slide features a light blue background with decorative icons of gears and a molecular structure. A video inset in the bottom right corner shows a woman with glasses and a red patterned top. The NPTEL logo is visible in the bottom left corner.

The importance of selection in human resource management is that, it reduces the turnover cost. So, properly selected candidates feel like staying in the organisation as suitable work and matching jobs assigned to them is a source of satisfaction to them.

It minimizes the need for training properly selected personnel exhibit a lesser need for training as their suitability for the job to be assigned to them has already been verified through the selection procedure. High morale and motivation when suitable candidates are assigned to the matching jobs. So, they feel self-motivated towards the best performance of the assigned jobs.

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**Importance of selection**

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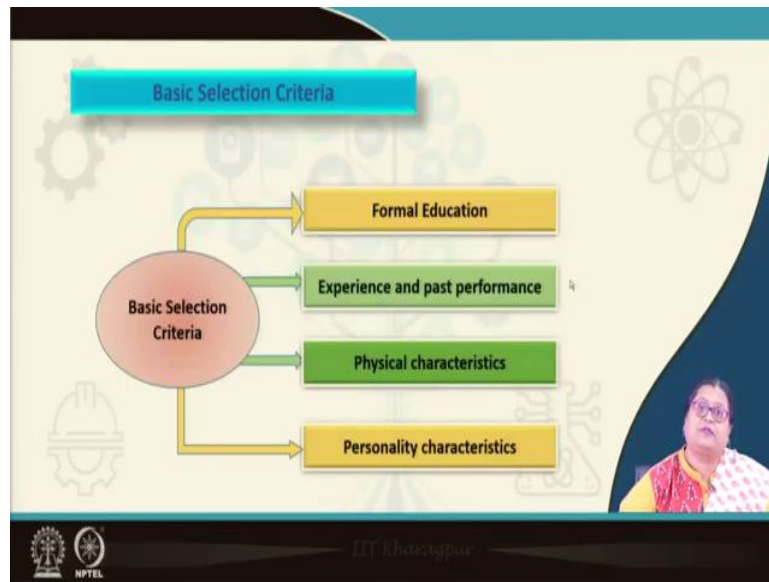
4. **Better productivity:** A derivative advantage of the 'self-motivation and high morale' is that the production (or performance) turned out by 'best fits' is not only more in quantity; but is also of a superior quality.
5. **Better human relationship:** As a result of good selections, there is a better environment for working in the organisation. Such environment helps to promote good human relations in the organisation.
6. **Flexibility of the process:** There is flexibility of selection procedure from organisation to organisation, depending on the philosophy of selection and the resource-availability for selection procedure purposes.

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Better productivity, the derivative advantage of the self-motivation and high morale is the production turned out by the best fits is not only more than quantity, but it is also of the superior quality. Better human relationship, so as a result of good selection there is a better environment for working in the organisation.

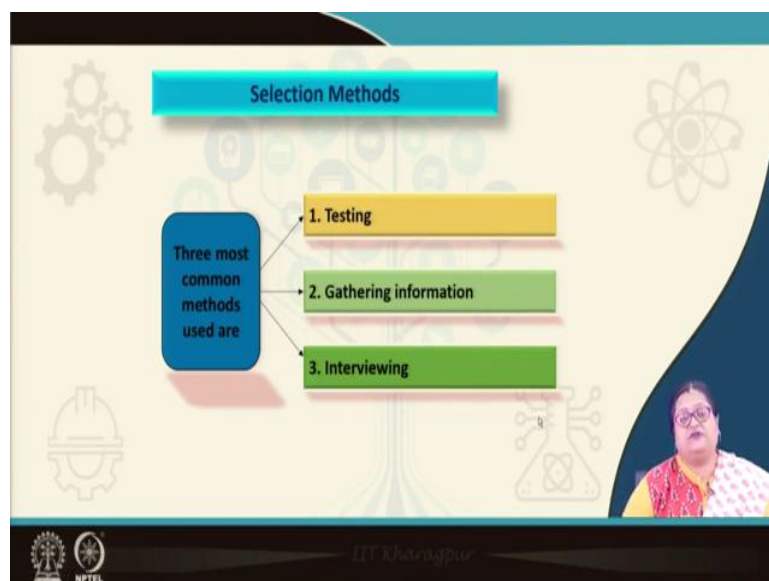
Such environment helps to promote good human relations in the organisation. Flexibility of the process; there is a flexibility of selection procedure from organisation to organization, so depending on which the philosophy of the selection and the resource availability for the selection procedure and purposes.

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The basic selection criteria are of course, the formal education, experience and past performance, physical characteristics and personality characteristics. So, it is not only education and experience, but what we see personality characteristics and physical characteristics, how good you will be as a team member, how good you will be as an employee of the organization, these behavioural parts are also very important.

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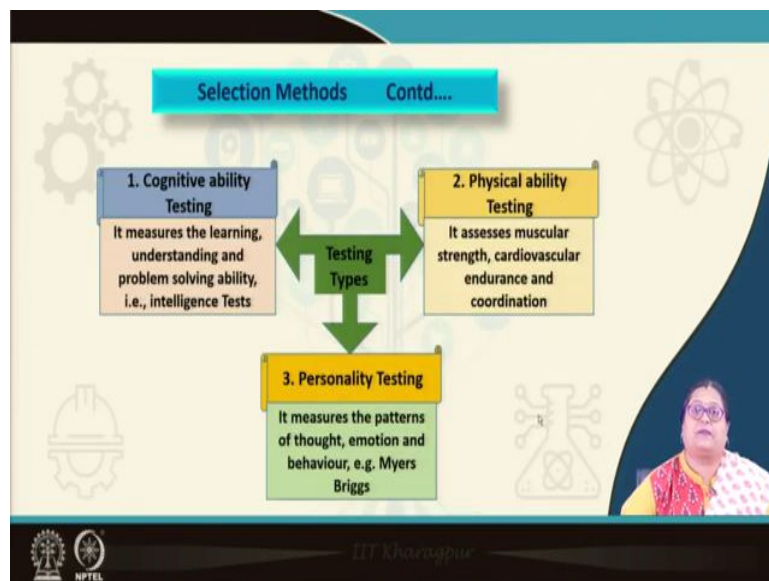
The selection methods which used most commonly at testing, gathering interview information and interviewing.

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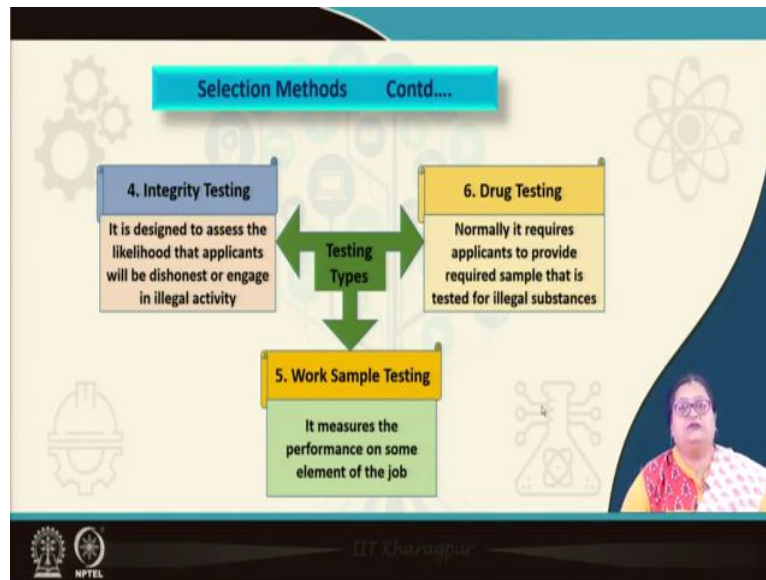
In testing, tests measure the knowledge's skills and abilities as well as other characteristics such as personality tests. Tests are of various types which are given like the cognitive ability test, personality test, physical ability test, integrity test, drug test and work sample tests.

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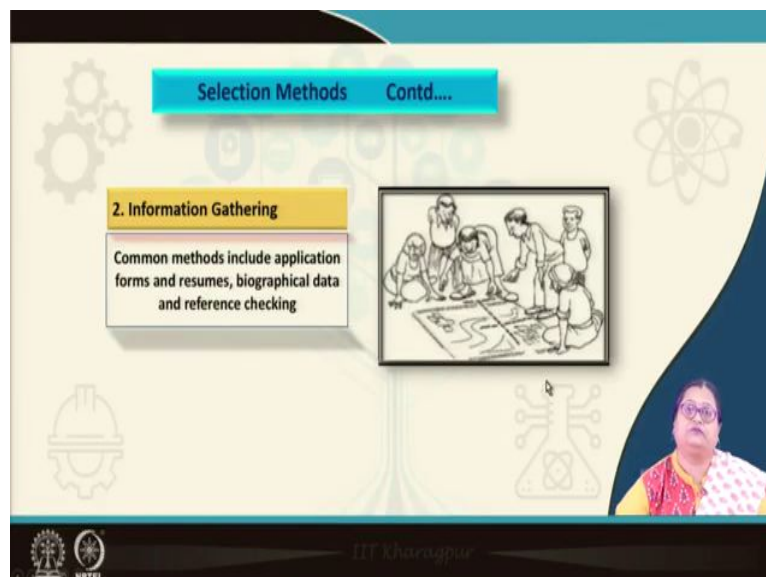
So, in cognitive ability testing it measures the learning, understanding and problem-solving ability that it is intelligence tests. Physical ability testing it assesses the muscular strength, cardiovascular endurance and coordination. Personality testing it measures the patterns of thought, emotion and behaviour like Myers Briggs type inventory.

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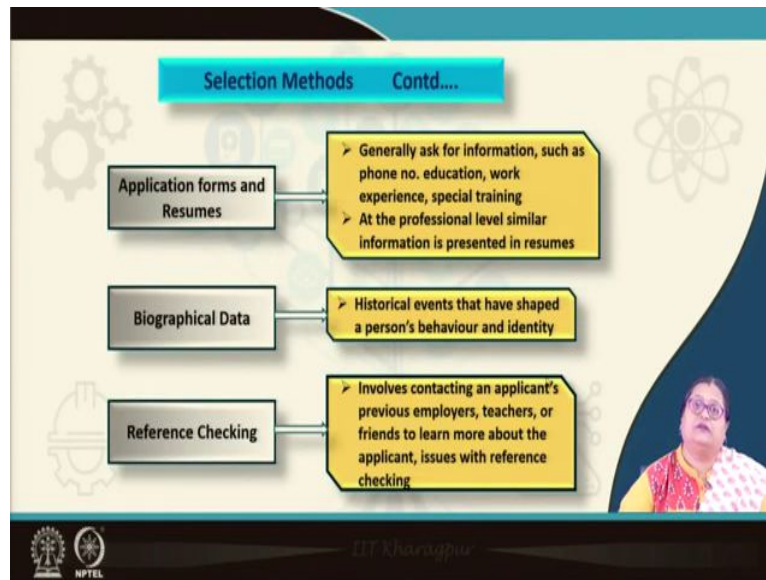
In integrity testing, it is designed to assess the likelihood that applicants will be dishonest or engage in illegal activity. Drug testing is normally it requires applicants to provide required sample that is tested for illegal substances. Work sample testing it measures the performance on some element of the job.

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Next selection method is information gathering, which includes application forms and resumes, biographical data and reference checking.

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In application forms and resumes it is generally asked for information such as phone number, education, work experience, special training at the professional level similar information is presented in resumes. In biographical data, historical events that have shaped a person's behaviour and identity is important. Reference checking is involves contacting an applicant's previous employees, teachers or friends to learn more about the applicant issues with the reference checking.

So, what we can see over here through this information gathering method we get to understand the try to understand the qualities of the person in a much better way like how good that person is, whether the values of the person in a much better way, the behaviour and attitudes of the person in a better way like whether this person has integrity, whether this person is speaking the truth, then whether in previous life situations, she has or she has dealt with similar kind of situations or not.

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**Selection Methods Contd....**

**3. Interviews**

- > Interview is the most frequently used selection method.
- > It occurs when applicants respond to questions posed by a manager or some other organisational representative -interviewers.
- > Typical areas in which questions are posed include education, experience, knowledge of job procedures, mental ability, personality, communication ability, social skills

DT Khanna

Interview is the most frequently used selection methods. It occurs when applicants respond to questions posed by a manager or some other organisational representatives like the interviewers. Typical areas in which questions are posed include education, experience, knowledge of job, procedures, mental ability, personality communication ability and social skills.

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**Selection Methods Contd....**

**3. Interviews**

Type of Interviews

- 1. Structured Interviews
  - Situational Interviews
  - Behavioural Interviews
- 2. Unstructured Interviews

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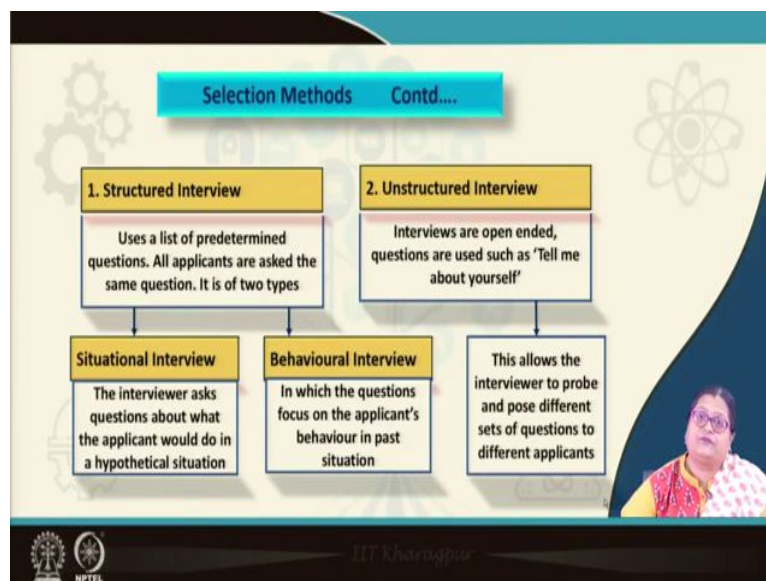
So, what we must understand over here all these 3 processes like whether you are going for an interview, whether you are going for data like getting information, whether you are going



for testing each one has its own merits and demerits. So, actually what needs to be done is all these processes, all these techniques should be used together so that they become complementary for each other and we get to understand the person in a better way and you get a holistic idea about the education of the person, the nature of the person, the background of the person, the person's personality pattern, whether the person's attitude towards the job, attitude towards other members of the organisation etcetera.

So, interviews also can be of 2 types; like the structured interviews and the unstructured interviews. Structured interviews again can be situational interviews and behavioural interviews.

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So, when we talk of structured interviews it uses a list of predetermined questions. All applicants are asking the same question. It is of 2 types. Situational interviews are when the interviewer asks questions that what the applicant would do in a hypothetical situation. Behavioural interview in which the questions focus on the applicant's behaviour in the past situation. Unstructured interviews are open ended, where the questions used are such like tell me something about yourself

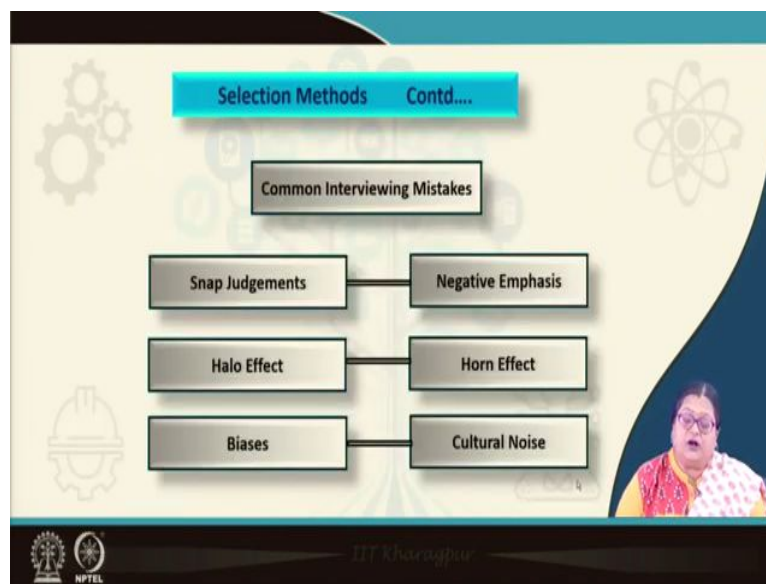
So, these allows the interviewer to probe and pose different sets of questions to the different applicant. So, as and when the interview progresses understanding the flow of the discussion you are able to pose a different question to understand the character traits of the person, the

again the attitude of the person, the live view of the person means, like the philosophy of life of the particular person, the value system of the person.

These are very important things to be known before we take in a person into the organisation, because the organization's value system and the persons value system has to map together if they really want to like flourish both of them want to flourish inside the organisation. Otherwise, if we take in a person whose values orientations of life, aspirations do not match with the organisations ways of looking at things organisations culture and values, after a certain point of time the person may feel disinterested, suffocated and it may lead to employee separation.

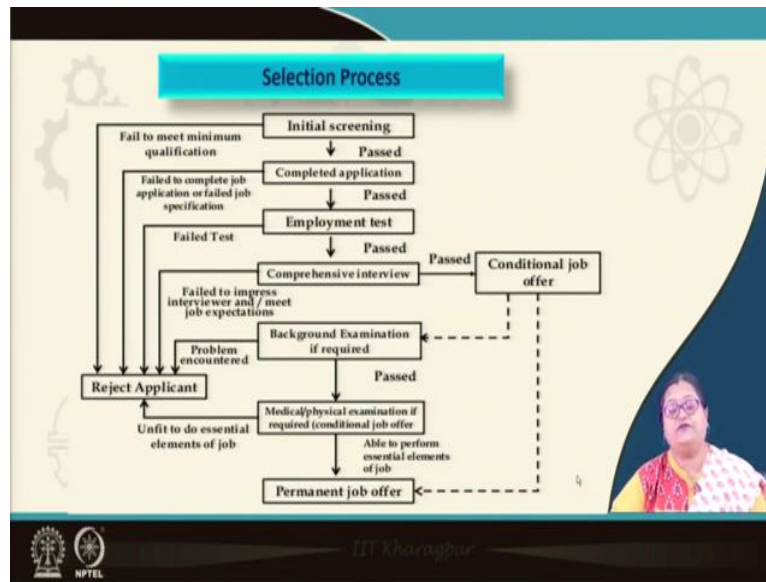
So, it is very important like while interviewing a person we get to know not only his or her skill part knowledge part, but also this ability part and but also this attitude and the behavioural part of how the person look towards own life, future goals and also how the person look towards others in the organisation, because ultimately the person has to function as a team member.

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So, there are some common interview mistakes like the judgements, like reaching quickly to judgements, then horn effect, cultural noise, halo effect or certain biases or when we put if we hear any negative things sometimes, we go on negative emphasize. So, these are some of the common interviewing mistakes which needs to be avoided.

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So, if we see the whole selection process in a nutshell, what happens? There is an initial screening, and if the person failed to meet the minimum qualification then the applicant is rejected. If the person is passed, then it moves to the second stage, which is completed application. In completed application, if the person fails to complete job application or failed job specification again reject the applicant.

If the person passed, then employment test. Again, if the person failed the test reject the applicant, if passed the test then comprehensive interview. In comprehensive interview, if the person failed to impress the interviewer meet the job expectation is rejecting. If the person passed, then conditional job offers which may lead to background examination if required.

If there is any problem encountered over here it is rejected, if it is passed then medical and physical examination if required for conditional job offer is done. At this stage, if it is unfit to do essential elements of the job, then it is rejected. If the person is able to perform essential elements of the job, then a permanent job offer is given.

So, either from a conditional job offer it will come through these phases to this or it may lead to directly to a permanent job offer. So, these are the different stages of recruitment and each stage you will find, it is a different stage of selection and in each stage, they will find this the decision of whether if the person fails to meet certain criteria or pass certain things and then only the person moves to the next stage.

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**Selection Process**

The followings are the outline of the basic selection procedure required for selecting candidates for filling up most of the job vacancies, in various organisations. Such as –

(i) Requisition	(ii) Recruitment
(iii) Preliminary interview	(iv) Scrutiny of applications
(v) Tests	(vi) Interview
(vii) Medical examination	(viii) References
(ix) Final selection / issuance of appointment letters	(x) Placement

We may make a brief discussion about all the above in the following ways.

So, the following are the outline of the basic processes as it was shown requisition, then recruitment, preliminary interview followed by scrutiny of applications, tests and again interview, medical examination, reference checks, final selection and then placement and issuance of appointment letter.

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**Selection Process**

Continued...

- i) **Requisition:** The selection process, in an enterprise, commences from the receipt of a requisition by the personnel department from a particular department
- ii) **Recruitment:** On the basis of the requisition received by the personnel department, the same will search into various sources of recruitment.
- iii) **Preliminary interview:** The application blank or the preliminary stage is, perhaps, the real starting point of the selection procedure.
- iv) **Scrutiny of applications:** The application forms filled up by candidates are scrutinized i.e. carefully examined on the basis of job-specification and other organisational requirements, desired in candidates so as to eliminate the 'outright misfits', at this stage.
- v) **Tests:** Candidates, whose applications are accepted, are usually supposed to take certain tests, to prove their suitability for the jobs, being applied for by them.

So, whenever we are talking of requisition the selection process in an enterprise commences from the requisition by the personnel department from a particular department. After that they move on for recruitment on the basis of the requisition received, they will search into various

sources of recruitment, after that the preliminary interview of the candidates is done. So, or the which is the application blank, so in which the starting phase of the selection process after that the applications are scrutinized very properly.

So, to examined I mean carefully on the basis of job specification and other organisational requirements. So, desiring candidates, so as to eliminate the misfit candidates. Then, the test then who is the candidate whose applications are accepted are usually supposed to take certain tests to provide the suitability for job being applied for by them.

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**Selection Process**

Continued....

- vi) **Interview:** An interview is one of the most significant steps comprised in the selection procedure. It might be defined as a face-to-face contact and conversation between the candidate and the organization representative
- vii) **Medical examination:** A medical examination of candidates likely to be selected is usually, considered to be an essential step in the selection procedure.
- viii) **References:** A candidate likely to be eligible for selection, might be asked to furnish certain references i.e. the names, address and designations of some men of status and trust who might be used by the employer for ascertaining the reliability of the candidate.

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In interview, it is one of the most significant steps comprised in the selection process. It might be defined as a face to face contact and conversation between the candidate and the organisation representative. After that there is a medical examination.


A medical examination of candidate likely to be selected is usually considered to be an essential step in the selection process and then of course, there is references a candidate likely to be eligible for selection might be asked to furnish certain references that is the name, address and designations of men of status and trust, who might be used by the employer for ascertaining the reliability of the candidate. So, background references given are very important to make a reliability check about the candidate.

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### Selection Process

Continued....

- (ix) Final selection / issuance of appointment letters: Candidates who clear through all the stages in the selection procedure i.e. from the scrutiny of application stage to furnishing references are finally selected for appointment to various jobs in the organisation.
- (x) Placement: Selected candidates, on the date of joining the organisation, are placed on suitable positions within the job, for which they had applied and have been, now, selected.

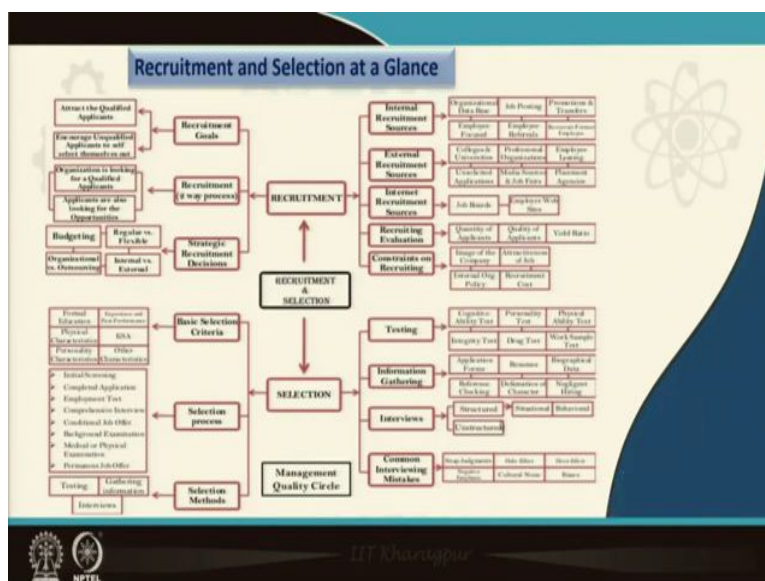


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Final selection and issuance of appointment letters. Candidates who clear through all the stages of the selection procedure that is from the scrutiny of the application stage to the furnishing of references are finally selected for appointment to various jobs in the organisation. Placement selected candidates on the date of joining of the organisation are placed on suitable positions within the job, for which they had applied and now have been selected.

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So, this is an overall chart of the recruitment process and the selection process together, where you find like recruitment, precedes, selection. And, in recruitment there is a recruitment goal which talks of the attract the qualified candidates and like encourage unqualified candidates not to apply. Then, it comes to the, it has the 2 goals. So, attract qualified candidates and encourage unqualified applicants to self-select to move out.

Then, when we call of the recruitment is a 2 way process the organisation is looking for qualified applicants. Applicants are also looking for opportunities and then in strategy recruitment decision that is budgeting, regular versus flexible working, internal versus external sources, organisational do you, so whether we go for a recruitment or whether we are going for outsourcing these are also important decisions to be taken at the, these are strategy recruitment decisions.

After these things are decided then we decide on whether we go for internal recruitment sources or external recruitment sources, internet sources, how do we evaluate the recruitment process and what are the constraints on recruitment. All these after these things are done, then what we get is the outcome of the recruitment as the pool of candidates that we get.

And, those pool of candidates then have to move through like we have to decide on what criteria we are going to select whether formal education, physical characteristics, personality characteristics, then experience and past performance, then cases and the other characteristics.

These are basic selection criteria, which we then again, we have to decide on the basic selection processes which could be like initial screening, completed application, employment test, then conditional job like comprehensive interview, conditional job offer, background estimation, their examination medical and physical checks, permanent job offer.

If these for these different methods are followed like testing, gathering information and interviews and then again testing can be different types; cognitive test, personality test, physical ability test, integrity test, drug test and work sample test. Information gathering can be from various sources like application forms, then it could be resumes, biographical data, reference checking then deformation and character, then negligent hiring.

So, interviews done can be structured or unstructured and structured interviews can be situational or behavioural in nature. The common mistakes that can be done in interviews are

also like horn effect, halo effect, cultural noise and judgements and negative images that we have which is overshadow a thought process, then all these will affect the selection process and ultimately what we get is a candidate who is placed in a particular position.

But, this with this we will come to the conclusion of the discussion today. But, before we end, we have to understand that when you are talking of recruitment and selection, the selection is a beautiful process where we have to remember that it is not only the organisation who is selecting the employees, but it is also in today's present situation it is also the employees who are selecting the organisation. So, if you have a very qualified candidate especially those, we discussed about the passive job seekers.

So, in case of attracting those passive job seekers to your organisation, so that we have to understand like we have to do as a as an organisation they have to do a self-check; why the person will be interested in joining me? What do I have to offer to them? What is my nature of the job? Is the job exciting enough?

Does it give enough of challenges for the person to take up? Does it motivate in proper way? Do we, do we compensate the employee in a proper way? So, we as an organisation the organisation also has to answer these questions to itself, so that it can attract the candidates in a proper way.

So, recruitment and selection these 2 processes are very integrally linked with each other and the organisation has to go through the self-search questions to understand. Like it is not only the organisation who is selecting the employees, but why should a well-qualified good competent candidate come to the organisation?

What the organisation has to offer to the candidate? What good quality work life balance culture the organisation can provide to the employee? What learning opportunities can the organisation provide to the employee? So, that the employee will be interested to come in. When we have done this exercise properly, we have to advertise for this properly when we are going for external sources of recruitment which will make the people interested to come and join the organisation.

And, how also at this stage it needs to be understood if I get in these people, how they are going to contribute towards the purpose of the organisation. So, how whom to get will



depend on if we do a forward thought of if we are getting in someone what are my expectations, how they are going to contribute to the goals of the organisation.

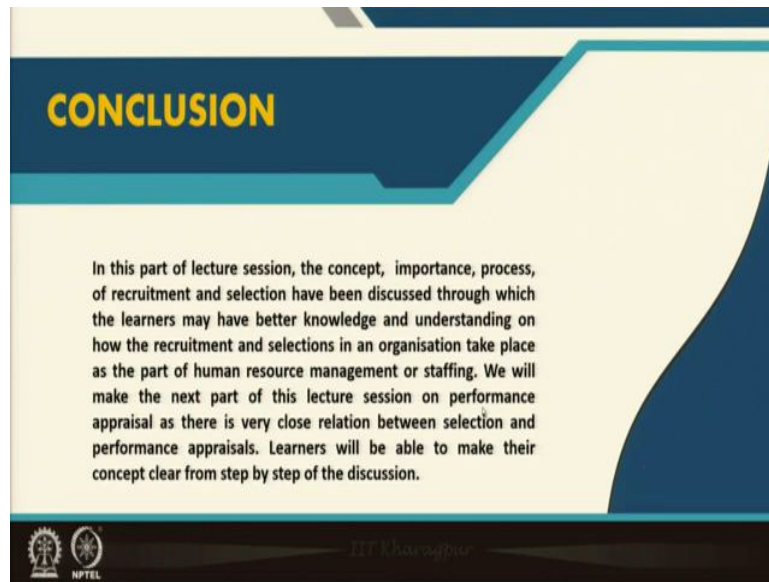
Accordingly, we will look for those candidates who have the requisite qualifications, mindset, attitude to contribute properly to the goals of the organisation and simultaneously develop oneself also.

And then, from that pool of candidates maybe we will be choosing the best fitting candidate, who is in mutual synergy with the organisation, who all develops and himself or herself and as he or she remains in the organisation and as a process the organisation grows also and their both their growth are aligned with each other.

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**CONCLUSION**

In this part of lecture session, the concept, importance, process, of recruitment and selection have been discussed through which the learners may have better knowledge and understanding on how the recruitment and selections in an organisation take place as the part of human resource management or staffing. We will make the next part of this lecture session on performance appraisal as there is very close relation between selection and performance appraisals. Learners will be able to make their concept clear from step by step of the discussion.

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So, in this part of the lecture, we have discussed about the concept, importance, process of recruitment and selection through which the learners may had a better knowledge and understanding of the recruitment and selection process in the organisation, how it takes place as the part of a human resource management or staffing.

So, the next part of the lecture session is focused on performance appraisal as there is a very close relation between selection and performance appraisal. So, we will discuss each of the step of performance appraisal in connection with the high-performance work system and performance management practices in the organisation.

Thank you.