

## INTRODUCTION

Selection is the process of choosing the most suitable candidates from the applications received and rejecting the others. Recruitment is a positive process, and Selection is a negative process. There is no universally accepted selection process adopted by all the organizations. It depends upon the nature of the organizations and the nature of job. Since there are so many factors affect selection process the same type cannot be applied for all the organizations.

### I. CHOOSE THE CORRECT ANSWERS

- 1. The recruitment and selection process aimed at right kind of people.**  
a) At right people      b) At right time  
c) To do right things      d) All of the above
- 2. The poor quality of selection will mean extra cost on \_\_\_\_\_ and supervision.**  
a) Training      b) Recruitment  
c) work Quality      d) None of these
- 3. \_\_\_\_\_ refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants.**  
a) Selection      b) Training  
c) Recruitment      d) Induction
- 4. Selection is usually considered as a \_\_\_\_\_ process**  
a) Positive      b) Negative  
c) Natural      d) None of the above
- 5. Which of the following test is used to measure the various characteristics of the candidate?**  
a) Physical Test      b) Psychological Test  
c) Attitude Test      d) Proficiency tests
- 6. Which of the following order is followed in a typical selection process?**  
a) Application form test and or interview, references check and physical examination  
b) Application form test and or interview, reference check, and physical examination  
c) Reference check, application form, test and interview and physical examination  
d) Physical examination test and on interview application term and reference check.
- 7. The purpose of an application blank is to gather information about the**  
a) Company  
b) Candidate  
c) Questionnaire or interview Schedule  
d) Competitors
- 8. Identifying the test that acts as an instrument to discover the inherent ability of a candidate.**  
a) Aptitude Test      b) Attitude Test  
c) Proficiency Test      d) Physical Test
- 9. The process of eliminating unsuitable candidate is called**  
a) Selection      b) Recruitment  
c) Interview      d) Induction
- 10. Security of application process is the**  
a) Last step in selection process  
b) First step in selection process  
c) Third step in selection process  
d) None of the above
- 11. Selection process helps in**  
a) Locating candidates  
b) Determining the suitability of the candidates.  
c) Preparing employees for training  
d) None of these

**12. The process of placing of the right man on the right job is called \_\_\_\_\_**

- a) Training                      b) Placement  
c) Promotion                    d) Transfer

**13. Probation/Trial period signifies**

- a) One year to two years  
b) one year to three years  
c) Two years to four years  
d) None of the above

**14. Job first man next is one of the principles of \_\_\_\_\_**

- a) Test                              b) Interview  
c) Training                        d) Placement

ANSWERS									
1	d	2	a	3	c	4	b	5	b
6	b	7	b	8	a	9	a	10	b
11	b	12	b	13	a	14	d		

**II. VERY SHORT ANSWER QUESTIONS:****1. What is selection?**

- ❖ Selection is the process of differentiating between applicants in order to identify and hire those with a greater likelihood of success in a job.
- ❖ It is the process of choosing the most suitable person for the vacant position in the organization.

**2. What is an interview?**

- ❖ The term 'interview' has been derived from French word enter voir that means to glimpse or to see each other.
- ❖ In other words interaction between the interviewer and interviewee.
- ❖ According to Scott and others "an interview is a purpose full exchange of ideas, the answering of questions and communication between two or more persons."

**3. What is intelligence test?**

- ❖ Intelligence tests are one of the psychological tests, that is designed to measure a variety of mental ability, individual capacity of a candidate.
- ❖ The main aim of these tests is to obtain an idea of the person intellectual potential.

**4. What do you mean by test?**

Test is a procedure intended to establish the quality, performance, or reliability of something, especially before it is taken into widespread use.

**5. What do you understand about bio data?**

A bio-data is the collection of information regarding the socio-economic profile, job, previous experiences, the nature of the work done and achievements of the person who prepared it.

**6. What do you mean by placement?**

- ❖ Placement is a process of assigning a specific job to each and every candidate selected.
- ❖ Placement signifies placing the rights person on the right job in a good manner.
- ❖ The term placement includes initial assignment of new employees and promotion, transfer or demotion of present employees.
- ❖ The process of placing the right man on the right job called placement.

**III. SHORT ANSWER QUESTIONS:****1. What is stress interview?**

- ❖ This type of interview is conducted to test the temperament and emotional balance of the candidate interviewed.
- ❖ Interviewer deliberately creates stressful situation by directing the candidate to do irrational and irritating activities.
- ❖ They assess the suitability of the candidate by observing the reaction and response of the candidate to the stressful situations.
- ❖ Mostly this type of interview is conducted for recruiting sales representative's staff for defense and law enforcement agencies.

**2. What is structured interview?**

- ❖ Under this method, a series of question to be asked by the interviewer are pre-prepared by the interviewer and only these questions are asked in the interview.
- ❖ Ultimately interviewees are ranked on the basis of score earned by the candidate in the interview.

**3. Name the types of selection test?**

Several tests are conducted in the selection process to ensure whether the candidate possesses the

necessary qualification to fit into various positions in the organization.

❖ Ability Test	❖ Personality Test
❖ Aptitude Test	❖ Interest Test
❖ Achievement Test	❖ Personality Test
❖ Intelligence Test	❖ Projective Test
❖ Judgment Test	❖ Attitude Test

### 7. How is panel interview conducted?

- ❖ Where a group of people interview the candidate, it is called panel interview.
- ❖ Usually panel comprises chair person, subject expert, psychological experts, representatives of minorities/underprivileged groups, nominees of higher bodies and so on.
- ❖ All panel members ask different types of questions on general areas of specialization of the candidate.
- ❖ Each an every member awards marks for the candidate separately. At the end, the marks awarded by all the members are aggregated and the candidates are ranked accordingly.
- ❖ This method eliminates bias in selection process.
- ❖ It ensures more reliability in the selection of the candidate.

### 8. List out the various selection interviews.

- ❖ Preliminary Interview
- ❖ Structure Interview
- ❖ Unstructured Interview
- ❖ In Depth Interview
- ❖ Pane Interview
- ❖ Stress Interview
- ❖ Telephone Interview
- ❖ Online Interview
- ❖ Group Interview
- ❖ Video Conference Interview

### 9. List out the significance of placement.

The significance of the placement is given below

- ❖ It improves employee morale
- ❖ It helps in reducing employee turnover
- ❖ It helps in reducing conflict rates or accidents
- ❖ It avoids misfit between the candidates and the job.
- ❖ It helps the candidate to work as per the predetermined objectives of the organization

- ❖ It involves assigning a specific rank and responsibilities to an individual
- ❖ It helps to avoid short term staff shortage.

## IV. LONG ANSWER QUESTIONS:

### 1. Briefly explain the various types of tests.

- ❖ Several tests are conducted in the selection process to ensure whether the candidate possesses the necessary qualification to fit into various position in the organization.

#### SELECTION TEST

##### ABILITY TESTS

1. Aptitude
2. Achievement
3. Intelligence
4. Judgement

##### PERSONALITY TESTS

1. Interest
2. Personality
3. Projective
4. Attitude

#### A) Ability Test

A test designed to measure an individual's cognitive function in a specific area, Such as variety of skills, mental aptitude, problem solving, knowledge of particular field, reasoning ability, intelligence etc. This test is used to find the suitability of a candidate for a given job role.

#### 1. Aptitude test

- ❖ Aptitude test is a test to measure suitability of the candidates for the post/role.
- ❖ It actually measures whether the candidate possess a set of skills required to perform a given job.
- ❖ It helps in predicting the ability and future performance of the candidate. Aptitude test can be measured by the following ways.

#### 2. Numerical Reasoning Test:

- ❖ Numerical reasoning test provides information about candidate numerical aptitude.
- ❖ In other words this test measures the candidate's ability to make correct decision from numerical data.

#### 3. Verbal Reasoning Test:

- ❖ It measures the candidate's ability to comprehend the written text and ability to arrive at factual conclusion from the written text.

#### 4. Inductive Reasoning test:

- ❖ Inductive Test is one of the psychometric tests conducted in the selection process to measure the problem solving abilities and ability to apply logical reasoning.

#### 5. Mechanical Reasoning Test:

- ❖ This test measures the engineering student's ability to apply engineering concepts in actual practice.

#### 6. Diagrammatic Reasoning Test:

- ❖ This test measures the candidate ability to understand the shapes, abstract ideas and ability to observe and extract values from illustrations and supply them to new samples

#### 7. Spatial Reasoning Test:

- ❖ The test measures the candidate ability to clearly manipulate and remember the shapes, still image, and find out pattern which govern the sequence.

#### 8. Situational Judgment Test:

- ❖ This test measures the candidate ability to choose the most desirable action in critical situations using his judging ability.

#### 9. Mental Arithmetic Test:

- ❖ It tests the candidate basic numerical ability like addition, subtraction, multiplication, division and fraction. It tests the speed of doing calculation.

#### 10. Vocabulary test:

- ❖ The test measures candidate's ability to recognize the relationship among the ideas, think methodically and fluency in English language.

#### 11. Number Sequence Test:

- ❖ This measures the candidate ability to find logic in a series or pattern.
- ❖ Under this test, candidates have to find out missing number in a sequence to determine the pattern.

#### 2. Achievement Test:

- ❖ This test measures candidate capacity to achieve in a particular field.
- ❖ In other words this test measures a candidate's level of skill in certain accomplishment and knowledge in a particular subject.
- ❖ The regular examination conducted in educational institution represents

achievement test. It is also called proficiency test.

- ❖ This test is conducted before, during or after a learning experience. In short it is a test conducted to find out candidates mastery over the subject.

#### Example,

- A driver may be asked to drive a vehicle to test his driving efficiency
- Music student may be asked to play a given instrument
- Teacher candidate may be asked to give a demonstration

#### 3. Intelligence Test:

- ❖ Intelligence tests are one of the psychological tests that is designed to measure a variety of mental ability, individual capacity of a candidate.
- ❖ The main aim of these tests is to obtain an idea of the person's intellectual potential.

#### 4. Judgment Test:

- ❖ This test is conducted to test the presence of mind and reasoning capacity of the candidates

#### B. Personality test:

- ❖ Personality tests refer to the test conducted to find out the non-intellectual traits of a candidate name temperament, emotional response, capability and stability.
- ❖ There is no right wrong answer in the test.
- ❖ It comprises of following tests.

##### 1. Interest Test:

- ❖ Interest test measure a candidate's extent of interest in a particular area chosen by him/her so that organization can assign the job suited to his/her in term.

##### 2. Personality Inventory Test:

- ❖ Under this method standardized questionnaire is administered to the candidate to find out traits like interpersonal rapport, dominance, intravertness, extravertness, self-confidence, lower sign quality etc.
- ❖ This test assesses the reliability and innate characters of the candidate concerned.

##### 3. Projective Test / Thematic Appreciation Test:

- ❖ This test measures the candidate values, attitude apprehensive personality etc.

- ❖ Out of the interpretation or narration given by the candidate to the pictures etc.
- ❖ Show to him in the situation.

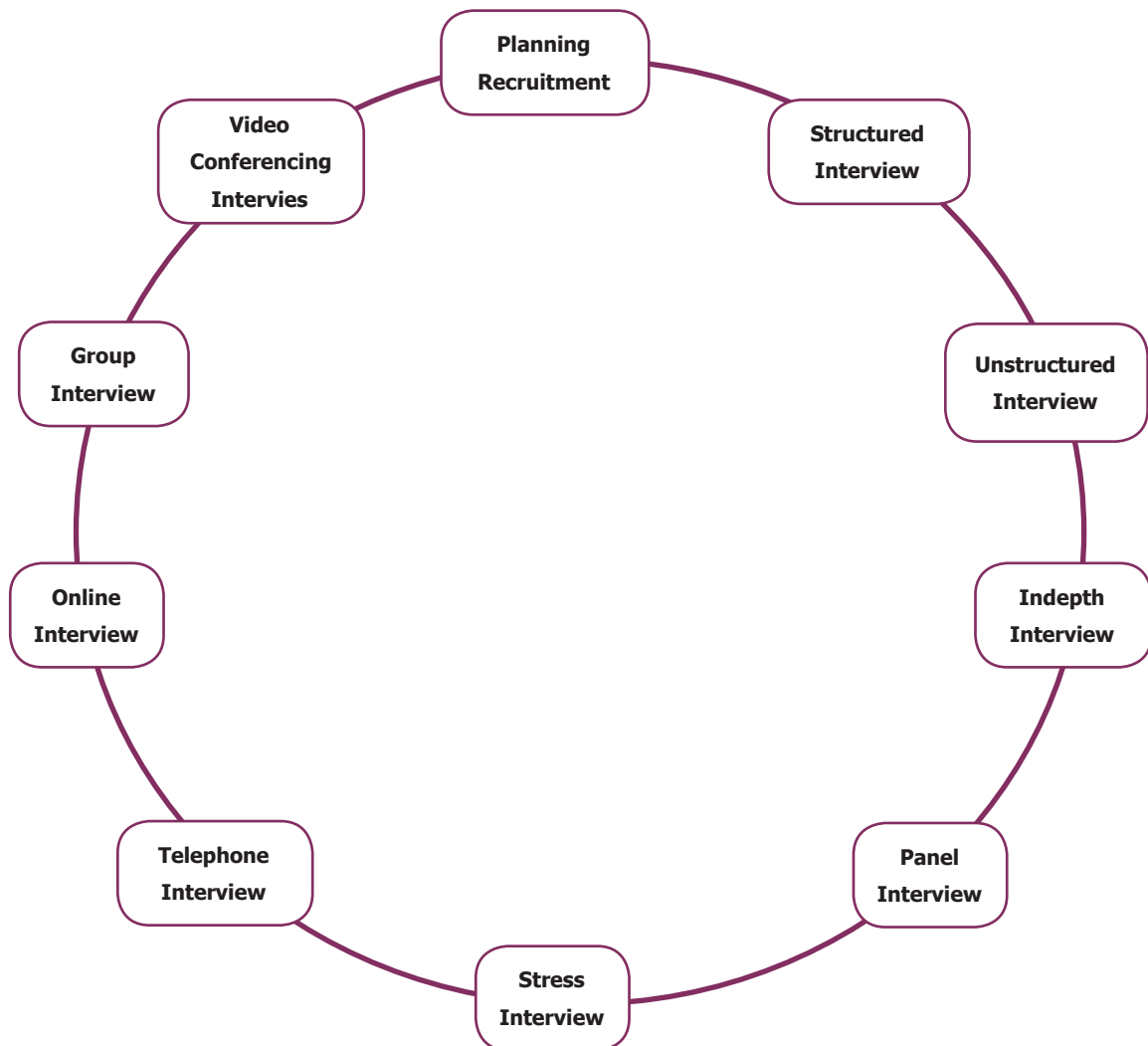
#### 4. Attitude Test:

- ❖ This test measures candidate's tendencies

towards the people, situation, action and related things.

- ❖ For example, morale study expresses attitude test and the like are conducted to measure the attitude of the candidate.

### 3. Explain the important methods of interview.



- ❖ The term interview has been derived from French word enter voir that means to glimpse or to see each other.
- ❖ In other words interview represents a face to face interaction between the interviewer and interviewee.
- ❖ According to Scott and others "an interview a purpose full exchange of ideas, the answering of questions and communication between two or more persons."

#### i) Preliminary interview:

- ❖ This interview is conducted to know the general suitability of the candidate to have applied for the job.
- ❖ Team of experts conducts their interview preliminary to eliminate those who are unqualified and unfit candidates.
- ❖ This helps the employer organization to cut cost and time in selection process.

#### ii) Structure/Guide/Planned Interview:

- ❖ Under this method, a series of question to be asked by the interviewer are pre-prepared by

the interviewer and only these questions are asked in the interview.

- ❖ Ultimately interviewees are ranked on the basis of score earned by the candidate interview.

### iii) Unstructured Interview:

This is quite contrary to structured interview.

- ❖ An atmosphere for free and frank interaction is created in the interview environment.
- ❖ There is no pre-prepared question. Interviewers determine the suitability of the candidate based on their response to the random questions raised in the interview.

### iv) In depth interview:

- ❖ This interview is conducted to test the level of knowledge of the interviewee in a particular field intensively and extensively.
- ❖ Thus interview helps the interviewers learn about the candidate's expertise and practical exposure with respect to his/her area specialization.

### v) Panel Interview:

- ❖ Where a group of people interview the candidate, it is called panel interview.
- ❖ Usually panel comprises chair person, subject expert, psychological experts, representatives of minorities/underprivileged groups, nominees of higher bodies and so on.
- ❖ All panel members ask different types of questions on general areas of specialization of the candidate.
- ❖ Each an every member awards marks for the candidate separately.
- ❖ At the end, the marks awarded by all the members are aggregated and the candidates are ranked accordingly.
- ❖ This method eliminates bias in selection process.
- ❖ It ensures more reliability in the selection of the candidate.

### vi) Stress Interview:

- ❖ This type of interview is conducted to test the temperament and emotional balance of the candidate interviewed.
- ❖ Interviewer deliberately creates stressful situation by directing the candidate to do irrational and irritating activities.

- ❖ They assess the suitability of the candidate by observing the reaction and response of the candidate to the stressful situations.
- ❖ Mostly this type of interview is conducted for recruiting sales representative's staff for defense and law enforcement agencies.

### vii) Telephone interview:

- ❖ Where the candidates live far away from organization and find it difficult to attend preliminary interview for various reasons, telephone interview is conducted by some organization to eliminate unfit and unsuitable candidate at the preliminary stage itself.

### viii) Online Interview:

- ❖ Due to tremendous growth in information and communication technology, these days interviews are conducted by means of internet via Skype, We chat, Google duo, Viper, Whatsapp or video chat applications, this enables the interviewers to conduct interview with the candidates living in faraway places.
- ❖ They save lot of time, money and energy both for employer's organization and candidate.

### ix) Group Interview:

- ❖ A group interview is a screening process where multiple candidates are interviewed at the same time.
- ❖ Group interview is a good time saving type of interview. Instead of spending 5 hours interviewing 5 candidates individually, one hour can be spend interviewing them in a group.
- ❖ Sometime particular topic is given to the group, and there is asked to discuss it.
- ❖ The competency of members of group is assessed by keenly observing the participation of members in the discussion.

### x) Video conferencing Interview:

- ❖ Video conferences interview is similar to face to face interview.
- ❖ Video conferencing interview is a kind of conference call that connects the candidate with companies located across various Geographic like telephone call a video conferencing interview has multi point which allows two or more people in different locations to participate in interview process.



- ❖ Interview can be conducted from a desktop at work, a home computer or smart phone or a tablet.

### 3. Explain the principles of placement.

Following principles are followed at the time of placement of an employee:

#### 1. Job First, Man Next :

- ❖ Man should be placed on the job according to the requirements of the job.
- ❖ There is no compromise on the requirements or qualifications of the man with respect to job.
- ❖ "Job first Man next" should be principles of Placement.

#### 2. Job Offer

- ❖ The job should be offered to the man based on his qualification.

#### 3. Terms and conditions

- ❖ The employee should be made conversant with the conditions and culture prevailing in the organization and all those things relating to the job.

#### 4. Aware about the Penalties

- ❖ The employee should also be made aware of the penalties if he / she commits a wrong or lapse.

#### 5. Loyalty and Co-operation

- ❖ When placing new recruit on the job, an effort should be made to develop a sense of loyalty and co-operation in him, so that he/ she may realize his/her responsibilities better towards the job and the organization.

### ADDITIONAL QUESTIONS:

#### I. CHOOSE THE CORRECT ANSWERS:

- Assertion(A):** A Director of a company in his individual capacity can exercise powers conferred on him by the Companies Act, Memorandum and the Article of Association of the company.

**Reason (R):** The Directors have the power to enter into contract on behalf of the company with other parties.

- Both A and R are individually true and R is the correct explanation of A

- Both A and R are individually true but R is not the correct explanation of A
- A is true but R is false
- A is false but R is true

### 2. The following is concerned with developing a pool of candidates in line with the human resources plan \_\_\_\_\_.

- Development
- Training
- Recruitment
- All of the above

### 3. Assertion (A): Coordination implies the avoidance of all breakage efforts.

**Reason (R):** One of the four benefits of co-ordination is unity of direction.

- Both A and R are individually true and R is the correct explanation of A
- Both A and R are individually true but R is not the correct explanation of A
- A is true but R is false
- A is false but R is true

### 4. Assertion(A): Everything which goes to increase the importance of the subordinate's role is delegation.

**Reason(R) :** Subordinates can be trained through delegating the work to them.

- Both A and R are individually true and R is the correct explanation of A
- Both A and R are individually true but R is not the correct explanation of A
- A is true but R is false
- A is false but R is true

### 5. The emotional state of an employee or manager towards his work is called\_\_\_\_\_.

- Motivation
- Leadership
- Morale
- None of the above

### 6. "The key for us number one, has always been hiring very smart people" – said by \_\_\_\_\_.

- Bill Gates
- Mahatma Gandhi
- Indira Noyee
- None

### 7. Who said the following quote? "You cannot push anyone up the ladder unless he is willing to climb it."

- Bill Gates
- Mahatma Gandhi
- Indira Noyee
- None

ANSWERS									
1.	d	2.	b	3.	b	4.	b	5.	c
6.	a	7.	d						

## II. VERY SHORT ANSWER QUESTIONS:

### 1. What is meant by attitude test?

- ❖ Attitude test helps in measuring the candidates' tendencies toward the people, situation, action and related things.
- ❖ Morale study, Values study, Social responsibility study expresses are some of the examples of attitude study.

### 2. Define Placement:

According to Dale Yoder, Placement is defined as "The determination of the job to which an accepted candidate is to be assigned, and his assignment to that job"

## III. SHORT ANSWER QUESTIONS:

### 1. What are all the information's included in the written contract of employment?

The contract of employment generally contains the following information's:

- ❖ Job Title
- ❖ Duties & Responsibilities
- ❖ Scale of pay allowance, increments
- ❖ Working hours
- ❖ Date when continuous employment starts and basis for calculating service.
- ❖ Work rules
- ❖ Grievance procedure
- ❖ Disciplinary procedure
- ❖ Special terms and conditions relating to rights etc.

## IV. LONG ANSWER QUESTIONS:

### 1. What are the significance of selection?

#### 1. Good Talent

- ❖ Proper selection system enables the organization to appoint talented persons for various activities.

- ❖ it helps in leading to improved productivity and profitability of the organisation.

### 2. Better Efficiency

- ❖ Selection of right person to the right job is sure to produce better quality of work and may facilitate faster achievement of objectives.
- ❖ This will help in greater measure to tune up the overall efficiency of organisation.

### 3. Reduced Cost of Training and Development

- ❖ Better selection of candidates definitely reduces the cost of training because qualified personnel have better grasping power.
- ❖ If they select suitable candidates for suitable job, they can easily understand the techniques of the work better in quick time.
- ❖ Besides, the organization can develop different training programmes for different persons on the basis of their individual differences, thus reducing the time and cost of training considerably.

### 4. Reduced Turnover

- ❖ Proper selection of candidates contributes to low labour turnover.
- ❖ This will inturn help the organisation to minimize recruitment cost.

### 5. Job Motivation

- ❖ If the right person is selected for the right job, it tends to motivate the person to work more effectively and efficiently.
- ❖ They feel that their skills are properly used and they tend to contribute more attention to the job.

### 6. Other Benefits

- ❖ Proper selection of candidates reduces absenteeism.
- ❖ They would pay better attention to their jobs and take safety precautions on their own accord would minimize the occurrence of work place accidents.



## 2. Differentiate Selection and Recruitment:

SL.No	Basis of Comparison	Recruitment	Selection
1.	Meaning	Recruitment is an activity of searching candidates and encouraging them to apply for it.	Selection refers to the process of selecting the suitable candidates and offering them job.
2.	Approach	Approach under this is a positive one	Approach under this is a negative one
3.	Objective	Inviting large number of candidates to apply for the vacant post	Picking up the most suitable candidates and eliminating the rest
4.	Sequence	First	Second
5.	Method	It is an economical method	It is an expensive method
6.	Contractual relation	It involves the communication of vacancies. No contractual relation is established	It creates contractual relation between employer and employee
7.	Process	Recruitment process is very simple	Selection process is very complex and complicated
8.	Time	Less time is required	More time is required

## 3. What are the factors influencing the selection process?

Factors influencing employee selection process are listed below

### 1. Nature of Post

- ❖ The process of selection of employee varies according to type of personnel to be recruited.
- ❖ For instance, selection process of probationary officer of a bank differs from that of selection of officer for Indian Police Service.

### 2. Number of Candidates

- ❖ Selection process depends on the response of candidates to the advertisement inviting applications for the post.
- ❖ For instance, for clerical and other physical jobs, more candidate tend to apply.
- ❖ Hence short listing needs to be done.
- ❖ The selection process would be longer if the number of applicants is lesser and consequently selection process becomes shorter.

### 3. Selection Policy

- ❖ The selection policy and selection process are inter-related.
- ❖ For example some organizations put in place tougher selection process involving several steps to identify the best fit while certain other organizations just conduct straight interview and thus cutting short the selection procedure.

### 4. Cost factor / Budget

- ❖ The longer selection process entails higher cost.
- ❖ Hence, organizations which cannot afford

to spend a larger resource tend to shorten selection process while organizations with sound financial condition can afford to adopt lengthier selection process.

### 5. Level of Educational Qualification and Experience and Exposure

- ❖ The process of selection depends on the experience and educational qualification, and exposure required for the post.
- ❖ For example for selection of finance officer, treasurer, legal adviser, designer, architecture, CEOs, scientist, chairman etc. selection process is shorter as only few candidates compete with higher educational qualification, and credentials

## 4. Define Aptitude test? What are ways Aptitude test can be measured

Aptitude test

- ❖ Aptitude test is a test to measure suitability of the candidates for the post/role. It actually measures whether the candidate possess a set of skills required to perform a given job.
- ❖ It helps in predicting the ability and future performance of the candidate. Aptitude test can be measured by the following ways:

**i) Numerical Reasoning Test**

- ❖ Numerical reasoning test provides information about candidate's numerical aptitude.
- ❖ In other words this test measure the candidate's ability to make correct decision from numerical data.

**ii) Verbal Reasoning Test**

- ❖ It measures the candidate's ability to comprehend the written text and ability to arrive at factual conclusion from the written text.

**iii) Inductive Reasoning Test**

- ❖ Inductive Test is one of the psychometric tests conducted in the selection process to measure the problem solving abilities and ability to apply logical reasoning.

**iv) Mechanical Reasoning Test**

- ❖ This test measures the engineering student's ability to apply engineering concepts in actual practice.

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**x) Number Sequence Test**

- ❖ This measures the candidate's ability to find a logic in a series or pattern.
- ❖ Under this test, candidates have to find out missing number in a sequence to determine the pattern.

**5. What is Personality test and its comprises ?**

Personality test refers to the test conducted to find out the non-intellectual traits of a candidate namely temperament, emotional response, capability and stability. There is no right or wrong answer in the test. It comprises of following tests.

**1. Interest Test**

- ❖ Interest test measures a candidate's extent of interest in a particular area chosen by him/her so that organization can assign the job suited to his/her in term.

**2. Personality Inventory Test**

- ❖ Under this method standardised questionnaire is administered to the candidate to find out traits like interpersonal rapport, dominance, introvertness, extravertness, self confidence, lower sign quality etc. This test assesses the reliability and innate characters of the candidate concerned.

**3. Projective Test / Thematic Appreciation Test**

- ❖ This test measures the candidate's values, attitude apprehensive personality etc. out of the interpretation or narration given by the candidate to the pictures, figures etc. shown to him in the test situation.

**4. Attitude Test**

- ❖ This test measures candidate's tendencies towards the people, situation, action and related things. For example, morale study, values study, social responsibility study expresses attitude test and the like are conducted to measure the attitude of the candidate.

**5. Interview**

- ❖ Next step in selection process is interview. The term 'interview' has been derived from French word enter voir that means to glimpse or to see each other .
- ❖ In other words interview represents a face to face interaction between the interviewer and interviewee. According to Scott and others "an interview is a purpose full exchange of ideas, the answering of questions and communication between two or more persons."