

NANO 4282 - Human Resource Management

Selection

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Learning Objectives

- Explain the theories, concepts and practices related to the functions of HRM, and use them analyze real-world situations, and suggest solutions
- Explain different HR related skills required by any professional in an organization, and use those skills to understand, analyze and handle different work life situations

Selection

- The process of making the choice of the most appropriate person from the pool of applicants recruited to fill the relevant job vacancy
- Determining applicants who have the highest capability to produce the desired job performance occurs in section

Objectives of Selection

- To get the right person for the right job
- To establish or maintain an image as a good employer
- To perform the Selection process as cost-effective as possible

Importance of Selection

- Expected job performance does not occur as long as the wrong employee is within the organization
- Loss of appropriate/expected contribution that could have been acquired by selecting the right person.
- Cost incurred for induction and training of the wrong employee will go in vain.
- Possibility of occurrence of losses and costs.
- Cost of grievance handling arising from an elimination decision.
- Additional cost in procuring a new right employee.
- Possibility of harming thoughts of some existing employees

Inputs and Requirements to Selection

- Good Selection Ratio
- Good Selectors
- Good Ethical Standards
- Good Budget

Selection Methods

- Application Evaluation
- Employee Tests
- Interviews
- Background Investigations
- Medical Tests
- Assessment Centre

Application Evaluation

- Assessing the applicant's suitability using the information given in the application form sent by him/her

Major advantages are:

It is easy to compare job candidates' qualifications and other requirements

It is a quick way of checking whether applicants possess minimum requirements

It is a good method of assessing legibility of writing, organization of information etc.

It serves as a guideline in a subsequent interview, and for preparing personal files

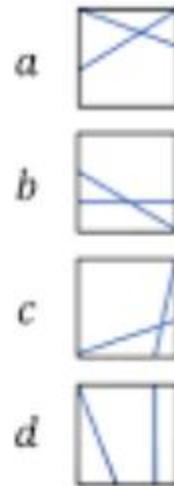
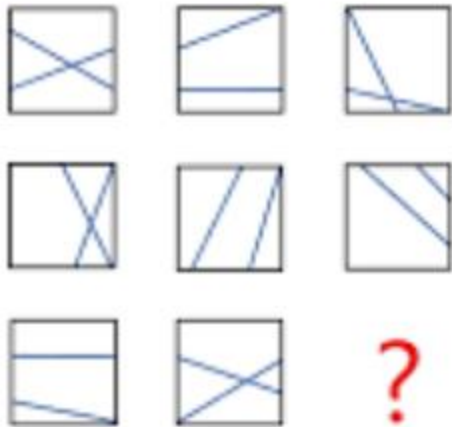
Disadvantages

- Verbal ability, visible interest, visible health, appearance, fluency of a language etc. cannot be measured
- Difficult task to prepare a good application form that asks right questions and evaluates responses objectively

Employee Tests

- Intelligence
- Achievement Tests
- Aptitude Tests
- Personality Tests

IQ Test



Personality Tests

| 1 | 2 | 3 | 4 | 5 |
|-------------------|-------------------|--------------------------|----------------|----------------|
| strongly disagree | slightly disagree | neutral or cannot decide | slightly agree | strongly agree |
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1. I get upset easily.
2. I enjoy being part of a group.
3. I like to solve complex problems.
4. I believe that others have good intentions.
5. I am always prepared.
6. I have a low opinion of myself.
7. I have a natural talent for influencing people.
8. I enjoy the beauty of nature.
9. I try to anticipate the needs of others.
10. I can be trusted to keep my promises.
11. I get irritated easily.
12. I have a lot of fun.
13. I like to visit new places.
14. I love to help others.

Interviews

- Face-to-face, oral and observational evaluation method of appraising an applicant's acceptability with regard to a certain job

- **Individual interview**

An interview which consist of one interviewer and one interviewee

- **Panel interview**

An interview which consist with more than one interviewer

Classification of interviews based on the nature of questions asked

- Structured Interview
- Unstructured Interview
- Mixed Interview
- Problem Solving Interview
- Stress Interview

Problem with the Interviewer

- Halo Effect
- Prejudices
- Premises of Pseudo-Science
- Overemphasis on One Criterion
- *Leading Questions*
- *Irrelevant Questions*
- *Compound Question*
- *Obvious Question*
- Own Fear
- Snap Judgement
- Interviewer Domination
- Unprepared

Problem with the Interviewer

- Inability to listen
- Pretending
- Nervous and Fearful

Problem with the Interview Method

- Poor design
- No systematic and quantitative objective evaluation procedure
- Long hours
- Too extensive written analysis
- Inappropriate setting for the place of interviewing

Interview Process

- Preparation
 - *Method*
 - *Interviewers*
 - *Place*
 - *Questions*
 - *Evaluation Scheme*
 - *Time*

Contd.

- Conduct
 - *Commencement*
 - *Exchange of Information*
 - *Termination*
- Evaluation

Background Investigation

- A special investigation to reveal real background of the job applicant
- Types of Background Investigation
 - Academic
 - Employment
 - Personal/Individual
 - Financial

References

- By mail in writing
- By telephone
- In person

Medical Examination

- A special test focusing on the physical fitness of the job applicant/candidate
- Job applicant's health and physical abilities
 - *Physical measures*
 - *Circulation*
 - *Respiration*
 - *Digestion*
 - *Urine*
 - *Nervous*
 - *Vision*
 - *Due vaccination, venereal diseases, hernia, etc*

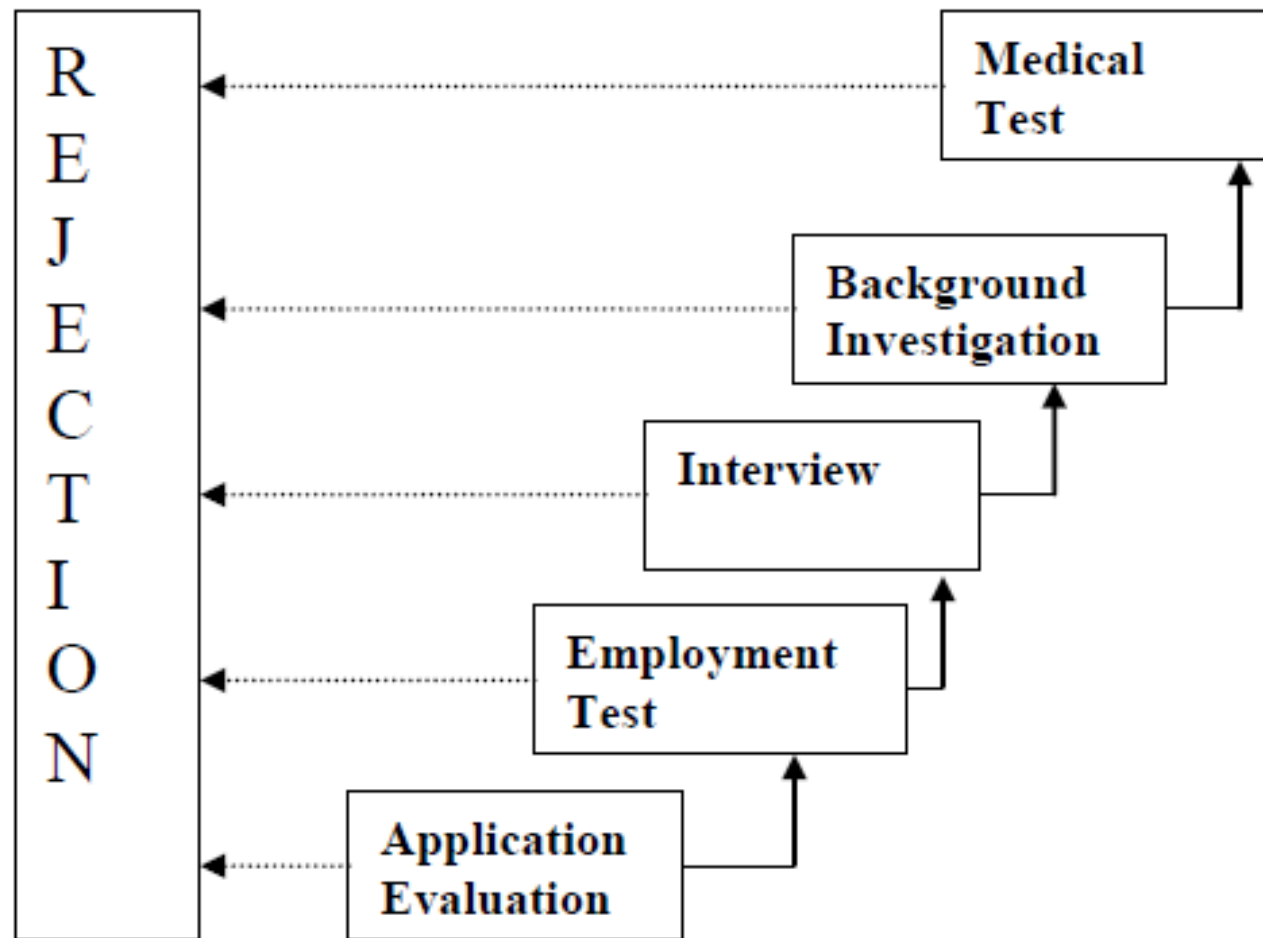
Assessment Centres

- An assessment centre is a programme which lasts from one to three days and use a range of assessment techniques to determine whether or not candidates are suitable for a particular job or for promotion
- Intelligence tests, personality tests, interviews, individual case analysis, presentation, leaderless group discussions, role plays, in-basket exercises, management games

Selection Process

- A series of activities leading to achievement of choosing the right job applicant to fill the job vacancy
- Objectives
 - To get the right person for the right job
 - To establish or maintain an image as a good employer
 - To perform the selection process as cost-effective as possible

Contd.



Ideal Profile Matching Model

- Decide the predictors or selection criteria
- Decide weight for selection criteria
- Decide the method of selection
- Develop the ideal profile
- Assess the suitability of candidates for the post/job
- Match the Assessment of the Candidates with the Ideal Profile
- Make selection decision

Thank You