

❖ **Definition:**

Interview is the widely used selection method. It is a face-to-face interaction between interviewee and interviewer. If handled carefully, it can be a powerful technique in having accurate information of the interviewee otherwise unavailable. At the same time, if the interview is not handled carefully, it can be a source of bias, restricting or distorting the flow of communication.

Different scholars have defined 'interview' differently. According to Scott and others, "an interview is a purposeful exchange of ideas, the answering of questions and communication between two or more persons". Bingham and others define an interview as a 'conversation with a purpose'.

Thus, interview can be defined as an attempt to secure maximum amount of information from the candidate concerning his/her suitability for the job under consideration.

It tries to achieve an accurate appraisal of the applicant in terms of his/her educational qualification, training, family background, previous work experience and judge the applicant's certain qualities like manners, appearance, conversational ability, meet other people pleasantly, etc.

❖ **Types of Interviews:**

1. Preliminary Interview:

The interviews conducted to screen the applicants to decide whether further detailed interview will be required are called preliminary interviews. The candidate is given freedom by giving job details during the interview to decide whether the job will suit him.

One of the drawback associated with the preliminary interview is that it might lead to the elimination of many desirable candidates in case interviewers do not have much and proper experience in evaluating candidates. The positive argument, if any, for this method is that it saves time and money for the company.

2. Patterned Interview:

In this interview, the pattern of the interview is decided in advance. What kind of information is to be sought or given, how the interview is to be conducted, and how much time is to be allotted to it, all these are worked out in advance. In case interviewee drifts, he/she is swiftly guided back to the structured questions. Such interviews are also called standardised interviews.

3. Depth Interview:

As the term itself implies, depth interview tries to portray the interviewee in depth and detail. It, accordingly, covers the life history of the applicant along with his/her work experience, academic qualifications, health, attitude, interest, and hobbies. This method is particularly suitable for executive selection. Expectedly, depth interview involves more time and money in conducting it.

4. Stress Interview:

Such interviews are conducted for the jobs which are to be performed under stressful conditions. The objective of stress interview is to make deliberate attempts to create stressful or strained conditions for the interviewee to observe how the applicant behaves under stressful conditions.

The common methods used to induce stress include frequent interruptions, keeping silent for an extended period of time, asking too many questions at a time, making derogatory remarks about the candidate, accusing him that he is lying and so on. The purpose is to observe how the candidate behaves under the stressful conditions – whether he loses his temper, gets confused or frightened.

However, stress-inducing must be done very carefully by trained and skilled interviewer otherwise it may result in dangers. Emotionally charged candidates must not be subjected to further stressful conditions. The candidate should be given sufficient chance to cope with such induced stress before he leaves.

5. Structured interviews

Structured interviews tend to follow formal procedures; the interviewer follows a predetermined agenda or questions.

6. Unstructured interviews

When the interview does not follow the formal rules or procedures, it is called an unstructured interview. The discussion will probably be free-flowing and may shift rapidly from one subject to another depending on the interests of the interviewee and the interviewer.

7. Counseling interviews

This may be held to find out what has been troubling the workers and why someone has not been working.

❖ GENERAL PREPARATION FOR INTERVIEW

1. Do your research

Researching the company before the interview and learning as much as possible about its services, products, customers and competition will give you an edge in understanding and addressing the company's needs. The more you know about the company and what it stands for, the better chance you have of selling yourself in the interview. You also should find out about the company's culture to gain insight into your potential happiness on the job.

2. Look sharp

Select what to wear to the interview. Depending on the industry and position, get out your best interview clothes and check them over for spots and wrinkles. Even if the company has a casual environment, you don't want to look like you slept in your outfit. Above all, dress for confidence. If you feel good, others will respond to you accordingly.

3. Be prepared

Bring along a folder containing extra copies of your resume, a copy of your references and paper to take notes. You should also have questions prepared to ask at the end of the interview. For extra assurance, print a copy of Monster's handy interview take-along checklist.

4. Be on time

Never arrive late to an interview. Allow extra time to arrive early in the vicinity, allowing for factors like getting lost. Enter the building 10 to 15 minutes before the interview.

5. Show enthusiasm

A firm handshake and plenty of eye contact demonstrate confidence. Speak distinctly in a confident voice, even though you may feel shaky.

6. Listen

One of the most neglected interview skills is listening. Make sure you are not only listening, but also reading between the lines. Sometimes what is not said is just as important as what is said.

7. Answer the question asked

Candidates often don't think about whether they are actually answering the questions their interviewers ask. Make sure you understand what is being asked, and get further clarification if you are unsure.

8. Give specific examples

One specific example of your background is worth 50 vague stories. Prepare your stories before the interview. Give examples that highlight your successes and uniqueness. Your past behavior can indicate your future performance.

9. Ask questions

Many interviewees don't ask questions and miss the opportunity to find out valuable information. The questions you ask indicate your interest in the company or job.

10. Follow up

Whether it's through email or regular mail, the interview follow-up is one more chance to remind the interviewer of all the valuable traits you bring to the job and company. Don't miss this last chance to market yourself.

❖ Gather information about the company

1. The skills and experience the company values.

First and foremost, you should know what the company looks for in a qualified candidate. This enables you to position yourself as the best candidate for the position.

To discover the skills and experience the employer values, read between the lines of their job postings. You can also find out information on the employer's career page to get an idea of the type of employees they desire. In addition, reach out to current employees who work there and ask them about what their employer values most in the workplace.

2. Key players of the organization.

The key players within an organization are those employees who hold important positions in the company. These individuals can be managers, department directors, and especially the CEO/president of the company.

You can find out who the key players of the organization by reading the employer's "About" page and employee bios. It's also a good idea to check out what these

individuals say on Twitter and LinkedIn to learn what employees say about the company online.

3. News and recent events about the employer.

When you go into a job interview, it's always a good idea to be knowledgeable about the company's latest news and updates.

Most companies have a page on their website dedicated to press releases and events. This is a great source for you to find out information regarding the company's latest news and updates.

4. The company's culture, mission, and values.

Job seekers should be able to confidently say they're good fit for the company's culture during any job interview. In fact, a Millennial Branding study says 43 percent of HR professionals believe cultural fit is the most important quality job seekers can have during the hiring process.

As you research the employer, pay attention to what's written on their website regarding the company's values and mission. You can also learn more about the company culture by following the organization on its social media networks.

5. Clients, products, and services.

As a potential employee, you need to have an idea of the type of work you'd be doing once hired. By having a general idea of who the company's clients are and the types of products and services are offered, you'll be more prepared for the interview, too.

To find out the company's offerings, you can usually find them on the company's website. You can also read through the company's blog, case studies, and white papers to give you a better idea of their accomplishments.

6. The inside scoop.

To ensure you're fully prepared for the job interview, websites such as Glassdoor help job seekers discover the inside details of a company that can't be found on the employer's website.

When using websites like Glassdoor, you can typically find information such as salary figures, employee functions and duties, company reviews, details about the hiring process, and more.

7. The person interviewing you.

Finally, you should find out who the interviewer will be. This will give you an advantage during the interview because you'll have a better chance of connecting with them and sparking a meaningful conversation.

Now it might be a little tricky trying to find out who the interviewer is, but you should be able to locate the person's name with a little investigation. First, try locating the person's name from email you received regarding the interview. If you can't find any information, reply to the email politely requesting the name of the person who'll interview you.

Once you acquire the interviewer's name, do some research on LinkedIn and Twitter. This will help you learn about the interviewer's background, their position with the company, and even some common interests you both share.

❖ **Types of questions to be asked during Interview**

1. **Credential verification questions**

This type of question includes "What was your GPA?" and "How long were you at ____?" Also known as resume verification questions. Its purpose is to objectively verify the depth of knowledge of the credentials in your background.

2. **Experience verification questions**

This type of question includes "What did you learn in that class?" and "What were your responsibilities in that position?" Its purpose is to subjectively evaluate features of your background.

3. **Opinion questions**

This type of question includes "What would you do in this situation?" and "What are your strengths and weaknesses?" Its purpose is to subjectively analyze how you would respond in a series of scenarios. The reality is that Tape #43 in your brain typically kicks in ("I know the answer to that one!") and plays back the pre-programmed answer.

4. **Behavioral questions**

This type of question includes "Can you give me a specific example of how you did that?" and "What were the steps you followed to accomplish that task?" Its purpose is to objectively measure past behaviors as a predictor of future results.

5. **Competency questions**

This type of question includes "Can you give me a specific example of your leadership skills?" or "Explain a way in which you sought a creative solution to a problem." Its purpose is to align your past behaviors with specific competencies

which are required for the position.

6. **Brainteaser questions**

This type of question includes "What is 1000 divided by 73?" to "How many ping pong balls could fit in a Volkswagen?" to complex algorithms. Its purpose is to evaluate not only your mental math calculation skills, but also your creative ability in formulating the mathematical formula for providing an answer (or estimate, as can often be the case).

7. **Case questions**

This type of question includes problem-solving questions ranging from: "How many gas stations are there in Europe?" to "What is your estimate of the global online retail market for books?" Its purpose is to evaluate your problem-solving abilities and how you would analyze and work through potential case situations.

8. **Dumb questions**

This type of question includes "What kind of animal would you like to be?" and "What color best describes you?" Their purpose is to get past your pre-programmed answers to find out if you are capable of an original thought. There is not necessarily a right or wrong answer, since it is used primarily to test your ability to think on your feet.

❖ **Non-verbal communication to win the interview**

Nonverbal Communication During the Interview

- Make eye contact with the interviewer for a few seconds at a time.
- Smile and nod (at appropriate times) when the interviewer is talking, but don't overdo it. Don't laugh unless the interviewer does first.
- Be polite and keep an even tone to your speech. Don't be too loud or too quiet.
- Don't slouch.
- Do relax and lean forward a little towards the interviewer so you appear interested and engaged.
- Don't lean back. You will look too casual and relaxed.
- Keep your feet on the floor and your back against the lower back of the chair.
- Pay close attention to the interviewer. Take notes if you are worried you will not remember something.

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- Listen.
- Don't interrupt.
- Stay calm. Even if you had a bad experience at a previous position or were fired, keep your emotions to yourself and do not show anger or frown.
- Not sure what to do with your hands? Hold a pen and your notepad or rest an arm on the chair or on your lap, so you look comfortable. Don't let your arms fly around the room when you're making a point.