# ORGANIZING

#### Meaning:

Organizing is the process of identifying and grouping of various activities to be performed, defining and delegating authority and responsibility, and establishing relationship among the people in order to achieve their organizational goals

#### Definition:

According to **HENRY FAYOL** “To organize a business is to provide it with everything useful to its functioning raw material, tools capital and personnel “

#### IMPORTANCE OR BENEFITS OF ORGANIZING

Organizing ensures smooth functioning of business and its importance is as follows:

1. **Benefits of specialization:** The total work of an organization is divided into different departments, activities and functions. It assigns right man to a right job. It leads to specialization of work and increases the efficiency of workers.
2. **Clarifies authority:** Organizing function clarifies that is it clearly defines the authority and responsibility of every individual and gives clarity as who is to report to whom.
3. **Optimum utilization of resources:** Organizing leads to efficient use of resources such as men, money, material etc., This helps in minimizing of wastage of resources
4. **Adaption to change:** Organizing helps business enterprises to adjust and adapt to the environmental changes. This leads to stability and growth of the organization.
5. **Effective administration:** An organizing provides a clear description of jobs and individual duties and responsibilities this helps to avoid confusion. Thus managing of an enterprise becomes easy and effective.
6. **Development of personnel:** Organizing ensures that every individual is placed on the job for which he is best suited and it stimulates creativity. The delegation of work develops ability to deal effectively with the challenges and help them to grow.
7. **Expansion and growth:** Through proper utilization of resources and specialization of departments organization promotes growth and diversification of enterprise.

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#### ORGANIZING PROCESS OR STEPS IN ORGANIZING

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Organizing process refers to the process which is concerned with arranging in a logical effective and orderly manner the various activities of the organization

#### Identification and division of work:

In this step the entire work of an organization is divided into small units and assigned to the individuals according to their capabilities [ability of a person] so that the work can be completed as per determined course. This avoids duplication and leads to specialization.

#### Departmentalization:

It refers to process of grouping the same activities of a similar nature and assigning them to a particular department.

Departmentalization can be done in the following three ways:-

* 1. **On the basis of function:** In this the activities are grouped into various departments on the basis of their function. For Example:
     1. Finance department for financial activities
     2. Sales department for sale activities
     3. Purchases department for purchase activities.
  2. **On the basis of type of product manufacture:** In this type the activities are divided into different departments on the basis of product manufactured

For Example: Food division, Textile division.

* 1. **On the basis of territory:** In this type the activities are grouped on the basis of different territory. For Example: north, west, east, south

#### Assignment of duties:

It is necessary to assign the work to the employees according to their skill and competencies. This ensures effective performance and creates balance between nature of job and ability of the employees.

#### Establishment of reporting relationship:

After assigning the work to the employee, every employee should know from whom he has to take order and to whom he has to report. For this purpose authority and Responsibility should be created to establish relationship between superior and subordinates. It helps in creating managerial hierarchy and ensures coordination among departments.

#### ORGANIZATIONAL STRUCTURE

**Definition:**

According to **PETER F DRUCKER**, “An organizational structure is an indispensible means and the wrong structure will seriously impair business performance and even destroy it”.

According to Theo Haimann “Organization is the structural frame work within which the various efforts are coordinated and related to each other”

#### Meaning:

It is the system which defines the frame work within which managerial and operating functions are performed in an enterprise. It denotes relationship among positions and jobs established to achieve the objectives of Business.

Organizational Structure can be classified into two types:

1. Functional Structure
2. Divisional Structure

#### FUNCTIONAL STRUCTURE Meaning:

In this type the activities or jobs of similar nature are grouped together based on the functions performed and are organized into separate departments. All departments reports to a coordinating head.

For example: In a manufacturing concern the divisions of functions are production, marketing, purchase, finance, accounts etc.

CHART SHOWING FUNCTIONAL STRUCTURE

**Production Department**

**Managing Director**

**Marketing Department**

**Purchase Department**

**Finance Department**

1. **Processing/ Production**
2. **Quality Control**
3. **Repairs & maintenance**
4. **Sales**
5. **Advertising**
6. **Marketing & research**
7. **Accounting**
8. **Budget**
9. **Cost**

**Accounting**

1. **Receiving quotations & Purchase of raw material**
2. **Purchase of tools and machines**
3. **Record of purchase**

#### Suitability:

The functional organizational structure is suitable in the following cases:

* 1. Where the size of business is large
  2. Where Authority is decentralized
  3. Where the operations of business requires specialization

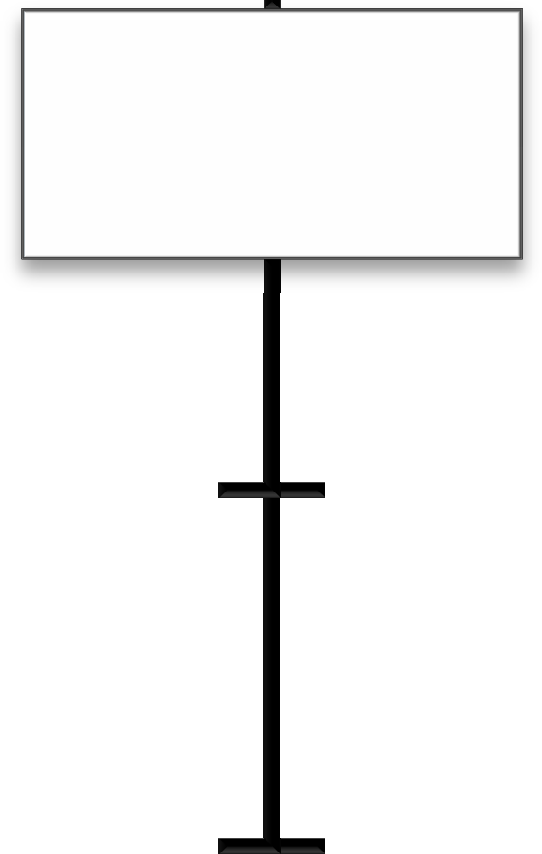
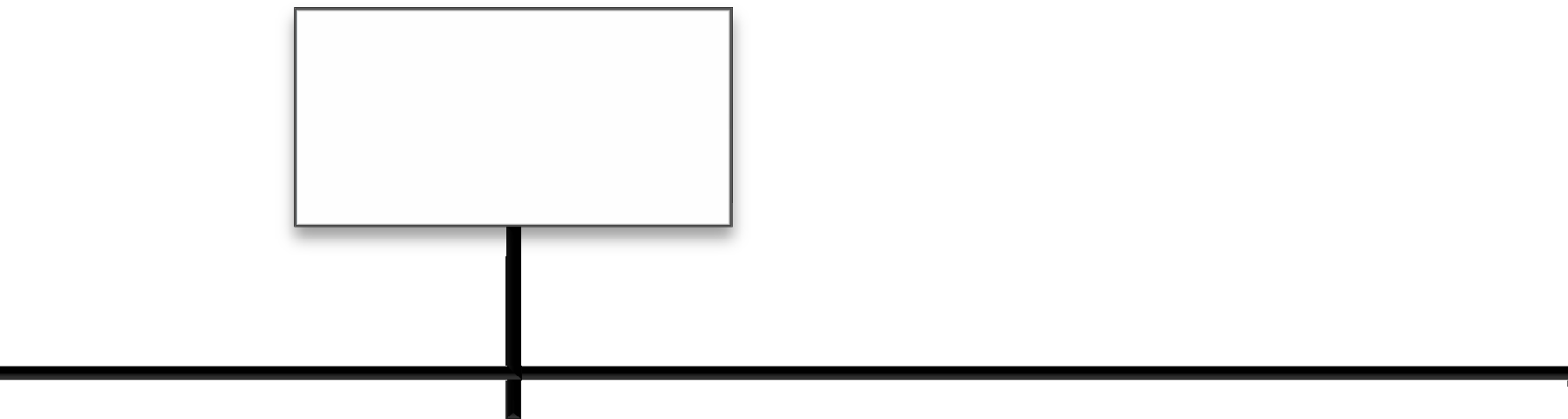
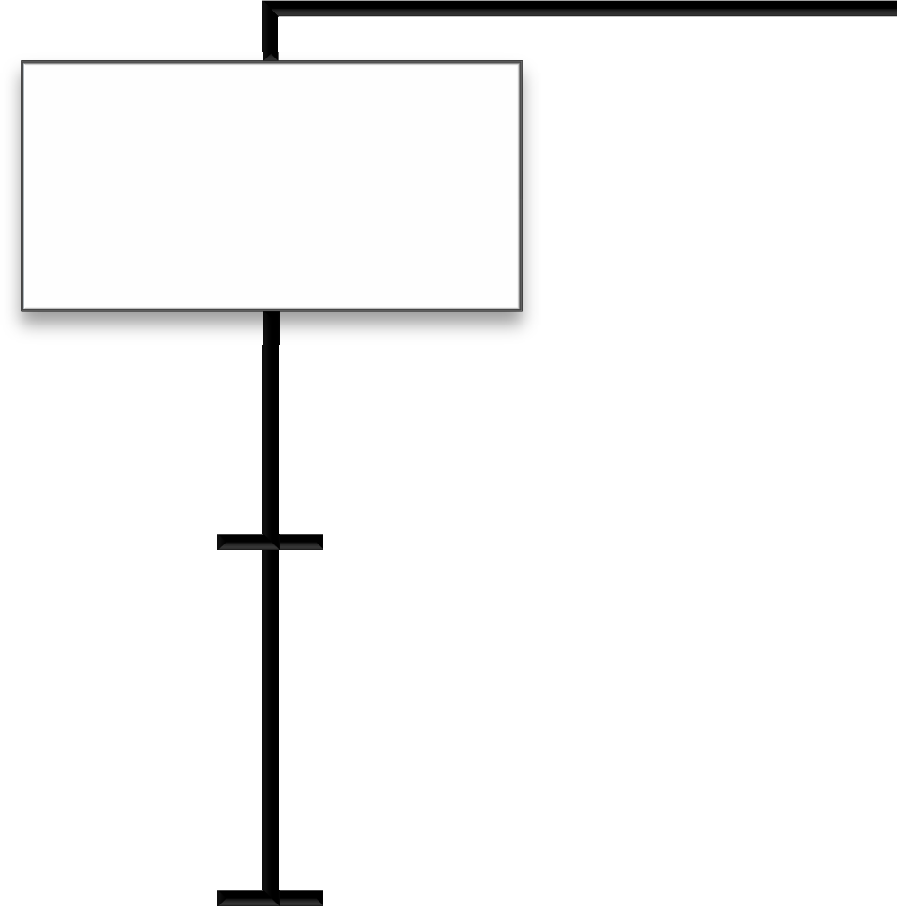
#### DIVISIONAL STRUCTURE

**Meaning:**

It refers to a structure where the activities are grouped or divided on the basis of product produced that is the activities related to one product are grouped under one division.

For example: If an organization produces 3 different products the division will be food medicines, cosmetics

CHART SHOWING DIVISIONAL STRCTURE



MANAGING

DIRECTOR

GARMENTS

COSMETICS

FOOTWEAR

PURCHASING

MARKETING

PURCHASING

MARKETING

PURCHASING

MARKETING

R&D

FINANCE

R & D

FINANCE

R & D

FINANCE

#### Suitability:

The Divisional organizational structure is suitable in the following cases:

* 1. The organization produces more than one product.
  2. When product specialization is needed.
  3. Where the size of an organization is large.

#### FORMAL AND INFORMAL ORGANISATION

1. **Formal Organization:**

**Meaning**

It is an organization designed by top level management which clearly defines the positions, authority, Responsibility, Superior-Subordinate relationship etc. which is governed by rules and regulations for its proper functioning.

#### Definition

According to **J.A.C Brown** “formal organization refers to structure of well-defined jobs each bearing a definite measure of authority, responsibility and accountability.

#### Informal organization:

**Meaning:**

Informal organization refers to the relationship between the people working in an organization, not established by any formal authority and not based on procedures, but on personal attitudes, emotions, whims, prejudice, likes and dislikes. They are automatically formed in organization without any planning.

#### Definition:

According to **Keith Davies** “Informal organization refers to the relationship between the people in the organization based on the personal attitudes, prejudices, likes and dislikes etc.

#### CHART SHOWING FORMAL AND INFORMAL ORGANIZATION

Finance

Manager

Finance Executive

Production Supervisor

Purchase Executive

Production Manager

Purchase Manager

**Managing Director**

Formal

Informal

#### DIFFERENCE BETWEEN FORMAL AND INFORMAL ORGANIZATION

|  |  |  |
| --- | --- | --- |
| **Points of difference** | **Formal organization** | **Informal organization** |
| Meaning | It refers to the structure of well defined authority and responsibility relationships. | It refers to the personal relationships which develop automatically when the people  work together. |
| Purpose | It is created to achieve pre  determined objective | It has no predetermined objectives |
| Origin | It is planned and created  deliberately | It is unplanned and originates  automatically |
| Structure | The structure is well defined and has authority and tasks | There is no clear cut structure as the emphasis is on people and  relationships |
| Flow of authority | Authority flows from top to  bottom. i.e. vertically downwards | Authority flows vertically as well  as horizontally. |
| Communication | It follows the official chain of command which cannot be changed. Communication has to  follow formal channels. | It does not have any official chain of command. There is no fixed pattern of communication. |
| Leadership | Managers provides leadership to  the workers of their departments | Informal leaders are chosen by the  group members. |
| Flexibility | It follows a rigid structure | It is highly flexible and has no rigid  structure. |
| Stability | They are usually stable | Usually they do not last long |
| Relationship | The relationship of people are  impersonal | The relationship of people is  interpersonal |

**DELEGATION**

**Meaning**

Delegation is the process of transferring the responsibilities from a superior to subordinate and giving them authority to discharge the responsibility properly.

#### Definition:

According to **Theo Haimman,** “Delegation of authority merely means the granting of authority to subordinates to operate within prescribed limits”

#### Elements of Delegation

There are three elements of delegation. They are;

* 1. Authority
  2. Responsibility
  3. Accountability

**1. Authority:** Authority is the power to command employees and instruct them to perform a job. Authority determines the superior subordinate relationship and flows from top to bottom. Authority is restricted by laws, rules and regulations of the organization.

1. **Responsibility:** Responsibility is the obligation of a subordinate to perform the duty assigned to him. Responsibilities flows upwards i.e. subordinate is always responsible to his superior and is bound to perform the duty assigned to him.
2. **Accountability:** Accountability means the obligation of the subordinate to carry out responsibility and give reports to the superiors. The subordinate will be answerable to his superior for his work.

#### COMPARISON OF AUTHORITY, RESPONSIBILITY AND ACCOUNTABILITY

|  |  |  |  |
| --- | --- | --- | --- |
| **Basis** | **Authority** | **Responsibility** | **Accountability** |
| 1. Meaning | Right to give orders | Duty to perform given  job | Being answerable for  job performed |
| 2. delegation | It can be delegated | It cannot be fully  delegated | It cannot be delegated  at all |
| 3. origin | It arises from the formal  position of individuals | Arises from delegated  authority | Arises from  responsibility |
| 4. Flow | Flows from superior to  subordinates | Flows from subordinates  to superiors | Flows upwards from  subordinates to superior |
| 5. Nature | Authority is power | Responsibility is duty | Accountability is  answerability |

**IMPORTANCE OF DELEGATION / BENEFITS**

The importance of delegation is as follows;

1. **Effective Management:** Delegation enables the superiors to assign the routine work to the subordinates and he can concentrate on other important functions. Thus a manager can increase his efficiency which results in efficient management.
2. **Employee development:** When the authority and responsibility is delegated to the employees (subordinate) it motivates them to utilize the opportunities to use their skills and talents to perform their job and contributes to their development.
3. **Facilitates growth & expansion:** Delegation facilitates growth and expansion by providing training and experienced personnel for taking up leading position in new projects.
4. **Basis of Management Hierarchy:** Delegation establishes the chain of superior- subordinate relationship which determines who has to report to whom. Thus it forms the basis for Hierarchy of management.
5. **Better Co-ordination:** The systematic delegation of work clearly defines the powers and duties assigned and also the reporting relationship. This brings better co-ordination by avoiding duplication of work.
6. **Quick decision making:** The subordinates are given authority to deal with the problems and take decisions. As they need not go to their superiors for taking decisions on routine matters, this increases the speed of making decisions.

#### CENTRALIZATION AND DECENTRALIZATION CENTRALIZATION

1. **Meaning:**

Concentration of authority at top level for decision making with one or few managers is known as centralization of authority. Thus, under centralization the top level management only takes the decision and the lower level has to follow it.

#### Definition:

According to **LOUIS A. ALLEN**, “centralization is the systematic and consistent reservation of authority at central point in an organization”.

#### DECENTRALIZATION Meaning:

Decentralization of authority means dispersal of authority to take decisions to the lower levels of organization. It transfer authorities to subordinates and thus the authority being centralized in few hands is spread over to a number of employees.

#### Definition

According to **LOUIS A. ALLEN, “**Decentralization refers to systematic effort to delegate to the lowest level, all authority except that which can be exercised at central point’s”

#### IMPORTANCE OF DECENTRALIZATION

The importance of decentralization is as follows:

1. **Quick decision making:** Managers are free to make their own decision within the specific area of task assigned to them. The enterprise enjoys benefit of quick decision making with decentralization.
2. **Democratic system:** Decentralization shares authority and responsibility between managers. It avoids concentration of powers, which is a democratic approach towards management.
3. **Relief to top level management:** Here the authority is delegated to the lower levels. The top management is relieved of taking operational decision. They can concentrate on corporate planning, control and co-ordination of the activities of different departments.
4. **Incentive to workers:** It boosts the morale of employees. It provides them job satisfaction by providing them independence, status and participation in the activities of the enterprise.
5. **Facilitates growth:** It enables the manager at the lowest level heads to perform to their full potential and also develops a sense of competition among the departments. Such positive spirit contributes towards growth of enterprise
6. **Development of executives:** The subordinates get an opportunity to take decision and develop themselves for getting promotion that allows them to become future executives.
7. **Reduces workload:** Decentralization is the technique of distributing authority, responsibility and duty among managers. So, the work load of the manager is reduced and restricted to the job assigned to them.

## ****Principles of organization****

1. **Principle of unity of objectives**: Organizational goals, departmental goals, and individual goals must be clearly defined. All goals and objectives must have uniformity. When there is contradiction among different level of goals desired goals can’t be achieved. Therefore, unity of objectives is necessary

2. **Principle of specialization**:  Sound and effective organization believes on organization. The term specialization is related to work and employees. When an employee takes special type of knowledge and skill in any area, it is known as specialization. Modern business organization needs the specialization, skill and knowledge by this desired sector of economy and thus, efficiency would be established.

3. **Principle of coordination**: In an organization many equipment, tools are used. Coordination can be obtained by group effort that emphasize on unity of action. Therefore, coordination facilitates in several management concepts

4. **Principle of authority**: Authority is the kind of right and power through which it guides and directs the actions of others so that the organizational goals can be achieved. It is also related with decision-making. It is vested in particular position, not to the person because authority is given by an institution and therefore it is legal. It generally flows from higher level to the lowest level of management. There should be unbroken line of authority.

5. **Principle of responsibility**: Authentic body of an organization is top-level management, top-level management direct the subordinates. Departmental managers and other personnel take the direction from top-level management to perform the task. Authority is necessary to perform the work .only authority is not provided to the people but obligation is also provided. So the obligation to perform the duties and task is known as responsibility. Responsibility can’t be delegated. It can’t be avoided.

6. **Principle of delegation**: Process of transferring authority and creation of responsibility between superior and subordinates to accomplish a certain task is called delegation of authority. Authority is only delegated, not responsibilities in all levels of management. The authority delegated should be equal to responsibility

7. **Principle of efficiency**: In enterprise different resources are used. These resources must be used in effective manner. When the organization fulfils the objectives with minimum cost, it is effective. Organization must always concentrate on efficiency.

8. **Principle of unity of command**:  subordinates should receive orders from single superior at a time and all subordinates should be accountable to that superior. More superior leads to confusion, delay and so on.

9. **Principle of span of control**: unlimited subordinates can’t be supervised by manager, this principle thus helps to determine numerical limit if subordinates to be supervised by a manager. This improves efficiency.

10. **Principle of balance**: the functional activities their establishment and other performances should be balanced properly. Authority, centralization, decentralization must be balance equally. This is very challenging job but efficient management must keep it.

11. **Principle of communication**:  Communication is the process of transformation of information from one person to another of different levels. It involves the systematic and continuous process of telling, listening and understanding opinions ideas, feelings, information, views etc, in flow of information. Effective communication is important

12. **Principle of personal ability**: for sound organization, human resources is important. Employees must be capable. Able employees can perform higher. Mainly training and development programs must be encouraged to develop the skill in the employees

13. **Principle of flexibility**:  organizational structure must be flexible considering the environmental dynamism. Sometimes, dramatically change may occur in the organization and in that condition, organization should be ready to accept the change

14. **Principle of simplicity**: This principle emphasizes the simplicity of organizational structure, the structure of organization should be simple with minimum number of levels so that its member can understand duties and authorities.

# STAFFING

#### Introduction:

The success of every organization depends on the talented and hardworking people who are the principal assets of any organization. Employees are “HUMAN ASSEST”. In order to **get the things done by others’,** an organization requires right persons, at right places at right time and in right numbers.

#### Meaning:

Staffing is the process, through which competent employees are selected, properly trained, effectively developed, suitably rewarded and their efforts harmoniously integrated towards achieving the objectives of the business.

In other words, Staffing is the managerial function of hiring and developing the required personnel to fill the various positions in the organization.

#### Definition:

According to **Mc. Farland**, defines “Staffing is the function by which mangers build an organization through, the recruitment, selection and development of individual as capable employees”.

In the words of **Koontz & O’ Donnell,** defines “Staffing is the managerial function involves, manning the organizational structure through proper and effective selection, appraisal and development of personnel, to fill the role designed into the structure”.

#### IMPORTANCE OF STAFFING:

The importance of staffing includes the following points:

1. **Execution of plans:** Staffing provides efficient employees who are solely responsible for execution and implementation of all plans, policies and programmes of the organization.
2. **Effective use of technology and resources:** The right selection of employees for right job is instrumental (serve as a means) in the effective utilization of technology, capital, and materials etc. in the organization and decreases wastage and improves quality in work.
3. **Implementation of Managerial function:** The effective and successful implementation of all managerial functions depends on the effectiveness of the staffing functions.
4. **Job satisfaction:** Staffing function improves the employee’s performance in the organization and it provides job satisfaction among employees.
5. **Increased productivity and profitability:** Training and development of employees are most important in staffing function which is helpful in increasing the organisation production & profit.
6. **Right people for Right jobs:** Staffing helps the organization to select competent personnel for various positions. This increases organizational efficiency and strengthens organization to face challenges.

#### Staffing as a part of Human Resource Management:

HRM process includes five basic activities namely

* 1. Human resource planning.
  2. Staffing
  3. Training and development,
  4. Performance appraisal.
  5. Compensation.

Traditional staffing function is just one part of human resource management. Staffing pertains to recruitment, selection, training, development etc., HRM involves planning, acquisition and development of human resource necessary for organization success. Hence it can it can be concluded that staffing is a part of Human Resources Management.

Modern authorities in management subject advocate that staffing is a part of HRM and give the following reason in support of their view point.

1. Staffing is a function which brings together the Human Assets and Physical Assets of the organization to achieve the best results.
2. It found at all the levels of management (i.e. Lower, Middle & Higher levels of management)
3. It gives more Human touch in the concept of selection, training & orientation etc.
4. It involves knowledge approaches to hiring, retaining and firing or personnel in the organization.

#### STAFFING PROCESS:

Staffing process provides the obtaining the most competent persons to fill the current requirements in the organization. A wrong selection of employees may result in “A **square peg for a round hole & around peg for a square hole”** Which means the total failure in the staffing of employees in an organization.

#### STEPS IN STAFFING PROCESS:

1. **Manpower planning:** It is the process of estimating the actual or net man power requirement of an organization & it should take into consideration available manpower and infrastructure including the technology, production activities & demand forecasting etc.
2. **Recruitment:** It is the process of searching the candidates for employment and stimulating and encouraging them to apply for the job, so that the organization can choose the right people, in the right number, for the right job.
3. **Selection:** It is the process of choosing the suitable candidates from the pool of job applicants to fill various positions in the organization. The purpose of selection is to select the best and to eliminate the rest.

#### Placement and orientation:

**Placement** means assigning job to the selected candidates. It may be new job or it may be placement on a job to a present employee because of his transfer, promotion or demotion.

**Orientation** means introducing the newly selected employee to the organization and other employees. It will help the new employee to know about his position in the organization and communication with superiors, subordinates and colleagues.

#### Training and development:

**Training** refers to the process which helps in increasing the knowledge and skills of an employee to perform the present job accurately.

**Development** is the process of overall development of managerial executives to undertake challenging tasks. Development is concerned with training of managers and executives.

1. **Performance appraisal:** It is the systematic evaluation of the individual with respect to his performance on the job and his potential for development. It also determines the worth of an employee to the organization.
2. **Promotion and career planning:** It refers to the upward movement of an employee from one job to another higher one, within organization with increase in salary, status and responsibilities.
3. **Compensation (wages and salary administration):** Workers render their services for wages or salary, also called compensation, it comprises of cash payments, bonus, share in the profit and pension etc.

#### RECRUITMENT

**Meaning:**

Recruitment is the process of searching the candidates for employment and stimulating and encouraging them to apply for the job, so that the organization can choose the right people, in the right number, for the right job.

#### Definition:

In the words of **Werther and Davis**, “Recruitment is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted”.

According to **Mc. Farland** “The term recruitment applies to the process of attracting potential employees to the company.

#### SOURCES OF RECRUITMENT:

The sources of recruitment are based on the policy followed by the organization.

The various sources of recruitment are classified into two broad categories, namely:

* 1. Internal Sources
  2. External Sources

**SOURCES OF RECRUITMENT**



**External Sources**

**Internal Sources**

1. Promotion
2. Transfers
3. Reference from present employees

Direct Recruitment

1. Casual Callers
2. Advertisement
3. Employment Exchange
4. Placement Agencies
5. Campus Recruitment
6. Web publishing
7. Labour contract:
8. Telecasting

#### INTERNAL SOURCES:

Recruitment of employees from among present employees in the organization through promotion and transfers is called internal recruitment.

1. **Promotions:** Promotion implies upgrading of an employee to a higher position carrying higher status, responsibility and higher salary. It requires more knowledge, experience and skills to perform the job.
2. **Transfers:** It means shifting of an employee from one job to another, from one unit to another or one shit to another without any change in their status, responsibility and salary.
3. **Reference from Present employees:** Under this the vacancies are filled based on recommendation of existing employees.

#### EXTERNAL SOURCES:

Recruitment of employees from outside the organization through various external sources is called external recruitment. The important types of external recruitment are as follows:

1. **Direct recruitment:** In this process the application for vacancies are displayed on bulletin boards outside the factor or at the factory gate and written application is taken from the candidates and most efficient among those will be recruited.
2. **Casual callers (Unsolicited application):** Many qualified or potential job seekers visit the reputed companies and apply for job on their own. The applications of such job seekers are known as Unsolicited Applications. It helps the organization to create a database of potential candidates. Later, when the need arises, candidates may be called for the interview.
3. **Advertisement:** Advertisement of vacancies in journals, news papers, bulletins etc are widely used external source of recruitment. It provides information about the nature of job, number of vacant posts, required qualification, skills needed, remuneration etc.
4. **Employment Exchange:** Employment exchange setup by the government and act as the connection link between job seekers and employers. Under this the job seekers register their names with local employment exchanges & employer informs about the vacancies to the nearest employment.
5. **Consulting Agencies or placement agencies:** These agencies register with them the names of job seekers and try to arrange job interviews for such candidates. These agencies are established by private organizations and it work for fees and provide employees to the employers. They are also called as ‘Head hunters’.
6. **Campus Recruitment:** In this, organization conducts interviews in the college campuses for students who are soon to get their graduate. In that suitable candidates are selected based on their communication skills, academic records & intelligence etc.
7. **Web publishing:** Providing information about various employment opportunities of different companies are available in the websites. It will helps the candidates to apply for the suitable jobs.(e.g. [www.shine.com](http://www.shine.com/) , www.times job.com, www.monster.com)
8. **Labor contract:** Labor contracts are specialized people who supply man power to the factory or manufacturing plant. Workers are recruited and appointed through labor contracts, for a particular period of time. This system is not applicable to public sector.
9. **Telecasting:** Telecasting is giving information about the job vacancies through television. This helps employers in recruiting qualified employees in the organization. This covers wide area and is popular in cities.

#### SELECTION PROCESS

**Meaning:**

Selection is the process of choosing the suitable candidates from the pool of job applicants to fill various jobs in the organization. The purpose of selection is to “select the best and to eliminate the rest”.

#### Definitions:

In the words of **Koontz and O’Donnell,** “Selection is the process of choosing from among the candidates from within the organization or from outside, the most suitable person for the current position or for the future”.

According to **Stone**, “Selection is the process of differentiation between applicants in order to identify and hire those with a greater likelihood of success in a job”.

#### STEPS IN SELECTION PROCEDURE

**Steps in Selection process:**

Selecting efficient workers can be assets to organization. So, utmost care should be taken in their selection. The steps followed in this selection are as follows.

1. **Receipt and Scrutiny of applications:** After receiving the applications from the candidates it has to be examined. The information provided by the candidates includes the age, education qualification and experience etc. for the purpose of scrutinizing & to prepare a list of eligible candidates for next process.
2. **Selection tests:** These tests are conducted to measure the skill and abilities of the candidates in terms of the requirements of the job. The selection test includes
   1. **Intelligence tests (IT):** It is conducted to judge the mental capacity, memory power of the applicant & it helps to evaluate the ability of candidates in decision making.
   2. **Aptitude tests:** Aptitude test helps to measure the skill and abilities of a candidate. It indicates the person’s potentiality for learning new things and performance.
   3. **Trade or Proficiency test:** It helps to measures the knowledge and proficiency already acquired by a candidates. It measures the level of knowledge and proficiency in the area of profession.
   4. **Personality tests:** It helps to measures the overall qualities of a person and provides information of personal characteristics like temperament, emotional reactions, confidence, likes and dislikes etc.
   5. **Interest tests:** This test is conducted to identify the candidate’s special concern, fascination, involvement, job likes and dislikes. This suggests nature of job liked by a candidate which may bring him job satisfaction.
3. **Selection interview:** It is the face to face observation& personal appraisal method to evaluate a candidate’s fitness, personality, smartness, intelligence and attitude for the job.

The following is the different types of interview conducted by the employer

* 1. **Direct interview:** In this, direct questions are asked to the applicant, to identify his skills, character, area of interest etc.
  2. **Indirect interview:** Under this method, candidate is asked to express his opinion on any topic he likes & it helps the interviewer to assess the personality of the candidate.
  3. **Patterned or structural interview:** In this type of interview a number of standard questions are framed in advance which is to be answered by applicant. These questions focus on his experience, skills and personality.
  4. **Stress interview:** In this type interviewer intentionally try to upset the candidate to see his reaction and patience under pressure. This type is commonly used in high stress job.
  5. **Board or panel interview:** in this type of interview a group of persons who are experts in different field are selected as interviewers, they ask candidate questions in different subjects or area of interest of the candidate. This is common in professional job.
  6. **Group interview:** In this type of interview several candidates are interviewed simultaneously under one roof with a common topic to express their leadership potential and style.

1. **Checking the References and Background:** The reference provides the name of the person given by candidate those who know about candidate’s education qualification, skill and experience, ability, honesty, loyalty etc.

In short, it is the process of cross checking of selected applicant with reference person about his past experience and education.

1. **Selection decision:** The selection decision is taken after getting the opinion of concerned manager of the department in which candidate has been selected to work.
2. **Medical examination:** Before the final selection, the candidate must undergo medical examination to check whether they are physically fit for the job or not. The physical fitness of the employee reduces the absenteeism, accidents and labour turnover etc.
3. **Job offer (Issue of Appointment Letter):** Job offer contains the details of the nature of the job, the remuneration, pay scale, paid leaves, eligible of Sikh leaves, roles and responsibilities and other terms and conditions relating to employments.
4. **Contract of employment (Acceptance of job offer):** If selected candidates accepts the job offer they becomes the employee of the organization and they have to join the organization formally by giving acceptance in writing.