KTUNOTES

Delegation

Staffing

ammini
College of Engineering

Authority is defined as the right to give orders, supervise the work of others & make certain decisions. It is linked with the managerial position to give orders & expect to follow the orders.

Empowerment refers to the authority given to others to make certain decisions. Empowerment is not the same thing as employee engagement but it does help employees feel more engaged. Several factors contribute to effective empowerment. Your organizational culture must support empowerment. It won't work if managers feel threatened by a loss of authority, for example. There is also the question of what to empower and when. In addition, self-awareness is essential to be sure that you are not actually disempowering employees.

Delegation is the assignment of any responsibility or authority to another person (normally from a manager to a subordinate) to carry out specific activities. It is one of the core concepts of management leadership.

Process or Elements of Delegation:

The following three elements are in the scheme of delegation:

1. Assignment of duties or tasks.
2. Delegation of authority.
3. Accountability for performance of duties and exercise of authority.

1. Assignment of Duties or Tasks:

A manager has to assign a part of his duties to others under him or her because he cannot himself perform all the work. So, when assigning duties he should ensure that the subordinates, to whom work is assigned, perform their tasks sincerely and competently. Even after that a manager assigns duties and tasks to his subordinates; he continues to be ultimately responsible for the proper performance of these duties and tasks.

2. Delegation of Authority:

While the duties and tasks are entrusted to the subordinates by the superior, the authority should be granted them to perform those duties and tasks well. It is called as "delegation of authority". This delegation of authority is considered as an essential

to take all actions, which lead to accomplish their duties successfully, and the organisational goals.

3. Accountability for Performance of Duties and Exercise of Authority:
The person to whom any responsibility is assigned and authority is delegated should also be made accountable or answerable for the proper performance of the assigned responsibility and for proper exercise of the delegated authority.

Characteristics of Delegation:

Delegation is the assignment of authority to subordinates in a defined area and making them responsible for the results.

Delegation has the following characteristics:

1. Delegation takes place when a manager grants some of his powers to subordinates.

2. Delegation occurs only when the person delegating the authority himself has that authority i.e. a manager must possess what he wants to delegate.

3. Only a part of authority is delegated to subordinates.

4. A manager delegating authority can reduce, enhance or take it back. He exercises full control over the activities of the subordinates even after delegation.

5. It is only the authority which is delegated and not the responsibility. A manager cannot abdicate responsibility by delegating authority to subordinates.

Pre-Requisites for Delegation

Every superior tries to retain as much authority as possible. The load of work or circumstances may compel delegation downwards. If the authority is not willingly delegated then it will not bring desired results. It is important that appropriate authority should go downwards so that work is undertaken smoothly and efficiently. The process of delegation will be complete only if following prerequisites are fulfilled.

Willingness to Delegate:
The first prerequisite to delegation is the willingness of the superior to part with his authority. Unless the superior is psychologically prepared to leave his authority,

delegation will not be effective. If a superior is forced to delegate authority downward without his sweet will, he will try to devise methods to interfere with the subordinate's working. He may over shadow the subordinate to such an extent that every decision is implemented with the approval of the boss or performance may pass through him with his close scrutiny. It will be better not to delegate authority unless the superior is mentally prepared to do so.

Climate of Trust and Confidence:
There should be a climate of trust and confidence among superiors and subordinates. The subordinates should be given enough opportunities or real job situations where they use their talent and experience. In case they make some mistakes then superiors should guide and correct them. The superiors should trust their subordinates and should not take them as their competitors. The climate of trust and confidence will help the subordinates to learn and grow and this will help the process of delegation.

Faith in Subordinates:
Sometimes the superiors do not delegate authority with the fear that subordinates will not be able to handle the job independently. They are not confident of the qualities of subordinates and do not want to take risks. The superior may be over conscious of his skill and competence with the result that he is hesitant to delegate authority. The superiors should avoid this type of thinking and attitude. They should have faith in their subordinates and should rather help them in learning the job properly. The climate of faith will help the subordinates to learn the things faster and take up more responsibilities.

Fear of Supervisors:
There is often a fear among superiors that their subordinates may over take them, once they are given higher responsibility. This is a case of inferiority complex. The superiors may give many logics for delegating authority but this fear is one of the important causes. The superiors should avoid this type of thinking and have positive attitude towards subordinates.

The subordinates should be encouraged to take up more responsibilities and they will have more respect for the superiors and their ability have faith in their subordinates and should rather help them in learning the Job properly. After all the superiors also learnt many things from their superiors and present subordinates are also to take up higher responsibilities. The climate of faith will help the subordinates to learn the things faster and take up more responsibilities.

Types of Delegation

1. **Over Delegation**
   Some managers burden their subordinates due to their insecure ability to perform a task and poor time management for the task.

2. **Under Delegation**
   It occurs frequently with false assumptions by managers due to lack of ability on their part to complete the job correctly and due to lack of trust in sub-ordinates

Benefits of Delegation of Authority:

Delegation provides the following advantages:

1. Basis of Effective Functioning:
Delegation lays down the basis of effective functioning of an organisation. By establishing structural relationships throughout the organisation, delegation helps in securing co-ordination of various activities for accomplishing the enterprise objectives.

2. Reduction in Work-Burden of the Chief Executive:
Delegation reduces the executive burden by way of relieving the superior of the need to attend to minor or routine duties. It, thus, enables him to devote greater attention and effort towards broader and more important responsibilities.

3. Benefits of Specialised Service:
Delegation enables the manager to utilise the specialised knowledge and experience of the persons at lower levels.

4. Efficient Running of Branches:
In the modern world, where a business rarely confines its activities to a single place, only delegation can provide the key to smooth and efficient running of the various branches of the business at places far and near.

5. Aid to Expansion and Diversification of Business:
As delegation provides the means of extending and multiplying the limited capacity of the superior, it is instrumental for encouraging expansion and diversification of the business.

6. Aid to Employee Development:
Delegation permits the subordinates to enlarge their jobs, to develop their capacity and to broaden their understanding. By forcing the subordinates to assume greater responsibilities and to make important decisions, the superior insists on the development of subordinates executive talents. Delegation improves the morale of the subordinates by way of raising their status and importance in the organisation.

Difficulties and Problems in Delegation of Authority:

Delegation is apparently a simple process, but, in practice, certain difficulties and problems generally crop up to hamper this process. This is often partly on account of the superior manager's attitude towards delegating authority and partly due to the subordinate's hesitation in accepting delegation.

These difficulties or obstacles in the way of proper delegation may be summarised as follows:

(A) Reluctance on the Part of the Executives:

A superior manager is likely to delegate less authority in the following situations:
1. Superiority complex:
2. Maintenance of tight control:
3. Lack of confidence in the subordinates:
4. Lack of ability in giving suitable directions to direct:
5. Absence of control techniques that warn of coming troubles:
6. Conservative and cautious temperament:
7. Fear of exposure:
8. Fear of the subordinates:
9. Love for authority:

(B) Reluctance on the Part of the Subordinates:

The subordinates may not always like to accept delegation and shoulder responsibility.

A subordinate may shrink from accepting authority for the following reasons:
1. Dependence on the boss for decisions:
2. Fear of criticism:
3. Lack of information or resources:
4. Lack of self-confidence and fear of failure:
5. Inadequacy of positive incentive:
6. Over-work:

STAFFING

It is a process through which capable employees are selected, recruited, properly trained, effectively developed, rightfully rewarded and their joint efforts are harmoniously.
It is a managerial function that takes people with necessary skills into the organization and develops them into precious organizational resource.

NATURE OF STAFFING

1. It is a significant function of management
2. It is an important part of management process
3. It is continuous activity function of management
4. It is concerned with human resources of an organization
5. It deals with the maximum utilization of human resources like direction, coordination and control.

STAFFING AS MANAGEMENT FUNCTION - Committed to acquiring, training, appraising, and compensating employees.

PRINCIPLES TO BE UNDERSTOOD BY ALL MANAGERS

1. All managers are human resource managers.
2. Employees are more important assets than buildings or equipment; good employees give a company the competitive edge.
3. Human resource management is a matching process therefore; it must match the needs of the organization with the needs of the employee.

IMPORTANCE OF STAFFING

1. Filling the organizational positions
2. Making possible discovery of able staff for challenges
3. Guaranteeing utmost productivity
4. Developing personnel for shouldering greater responsibilities.
5. Meeting upcoming requirements of talented people
6. Satisfying job owing to correct placement
7. Utilizing of human resources most favorably
8. Supplying information concerning transfer, promotion, recruitment, death, demotions.
9. Retaining professionalism among personnel

KINDS OF STAFFING

1. SHORT- TERM STAFFING
2. LONG- TERM STAFFING
3. SUCCESSION STAFFING
4. STRATEGIC STAFFING

SHORT- TERM STAFFING – It centers on the urgent needs of the company

LONG- TERM STAFFING – It engages taking a practical approach to company's staffing needs - Covers at least one year

SUCCESSION PLANNING – It allows to completely understand the duties and responsibilities of staff so you can train them to be ready for promotion if management change takes place.

STRATEGIC- STAFFING – It involves a combination of short-term, long-term and Succession

STAFFING PROCESS

1. MANPOWER PLANNING

2. RECRUITMENT

3. SELECTION

4. PLACEMENT

5. TRAINING & DEVELOPMENT

6. REMUNERATION

7. PERFORMANCE APPRAISAL.

8. PROMOTION AND TRANSFER

MANPOWER PLANNING - First step in staffing - Manpower planning which is also called as human resource planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization.

RECRUITMENT - Is the process of attracting the appropriate number of qualified individuals to apply for vacant positions in an organization.

    TYPES OF RECRUITMENTS

1. Internal recruitment – It is a recruitment which takes place within the concern or organization. Internal sources of recruitment are readily available to an organization through –Transfers, Promotions, re-employment of ex-employees

2. External recruitment - External sources of recruitment have to be solicited from outside the organization. But it involves lot of time and money. and is done through employment at factory level, advertisement, employment exchanges, employment agencies, educational Institutions, recommendations, labor contractors

SELECTION - Refers to the process of choosing from candidates those who will become employees of the organization.

    SELECTION PROCESS – It Includes activities Such As:

1. Development Of Selection Criteria
2. Advertising
3. Short- Listing Application Forms
4. Submission
5. Testing
6. Interviewing
7. Reference Check
8. Making The Final Selection
9. Decision

ORIENTATION & PLACEMENT ORIENTATION – Refers to the process of receiving and welcoming an employee when he first joins the company.

    INFORMATION GIVEN DURING AN ORIENTATION

1. Brief History and Operations of the company.
2. Organizational Structure.
3. Policies and Procedures of the company.
4. Products and services of the company.
5. Location of departments and employee facilities.
6. Safety Measures.
7. Grievances procedures.
8. Benefits and Services of employee.
9. Standing orders and disciplinary procedures.
10. Opportunities for training, promotions, transfers etc.
11. Suggestion schemes.

12. Rules and regulations.

TRAINING & DEVELOPMENT –It is to make sure the availability of a skilled and willing workforce to an organization

OBJECTIVE: 1. Individual Objectives
2. Organizational Objectives
3. Functional Objectives
4. Societal Objectives
5. Other Objectives
The need for training and development is CHANGE and DEVELOPMENT

DIFFERENT TYPES OF TRAINING & DEVELOPMENT TECHNIQUES
1. On-the job training and lectures
2. Programmed Instructions.(PI)
3. Computer-assisted instruction (CAI)
4. Audiovisual Techniques
5. Simulations
6. Business Games

REMUNERATION-It refers to the overall compensation that an employee receives in exchange for the services he performed for the employer.
TWO TYPES OF EMPLOYEE REMUNERATION
1. TIME RATE METHOD
2. PIECE RATE METHOD
REMUNERATION PACKAGES-
* Employee benefits or fringe benefits
* Deferred payment (for example pension system)
* Relate to time (paid holidays, sick pay)
* Relate to payment in kind (subsidized meals or transport) or items such as company cars which may be provided as a reward and sign of status in the organizational hierarchy rather than as tools for the performance of the job

PERFORMANCE APPRAISAL – It is a review and discussion of an employee's performance of assigned duties and responsibilities

WAYS IN PERFORMANCE APPRAISAL
* The supervisors measures the pay of employees and compare it with targets and plans
* The supervisor analysis the factors behind work performance of employees

- The employers are in position to guide the employees for a better performance

OBJECTIVES OF PERFORMANCE APPRAISAL

- To assess the potentials present in a person for further growth and development.
- To identify the strengths and weaknesses of employees in order to place right men on right job .
- To keep records to decide on compensation packages, wages structure, salaries raises, etc.
- To appraise and preserve the promotional and other training programs.
- To serve as a basis for persuading working habits of the employees.
- To offer a feedback to employees about their performance and related status

PROMOTION & TRANSFER

PROMOTION - Is the appointment of a member to another position within the same department or elsewhere in the organization, involving duties and responsibilities of a more demanding and is recognized by a higher pay grade and salary.

Promotion is done by:
SENIORITY-It is an employee's length of service in a position, job grouping, or farm operation
MERIT-It refers to "worth" or "excellence" 1

TRANSFER - Is the appointment of a member to another position within the same department or elsewhere in the organization, involving duties and responsibilities of a similar nature and having a comparable pay grade and salary. In some situations, the transfer may be at a lesser pay grade or salary.
LATERAL TRANSFER - Is a move to a position with the same or similar job title in the same pay grade
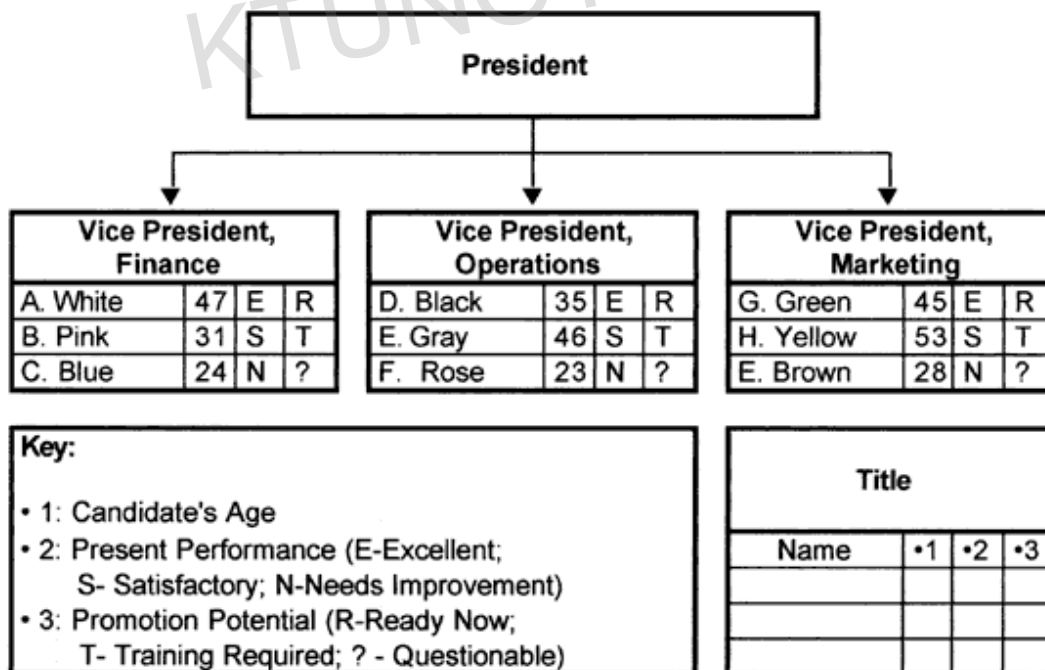
Management Inventory Chart

Manager Inventory Chart, also known as Replacement Chart, is used in replacement planning of human resource management in an organization.

It includes both an organizational history of the employee and cues on how they might be used in the future. It can include details like :

- Age,
- Year of Employment,
- Present Position,
- Duration of current Posting,
- Performance Ratings,
- Strengths and Weaknesses,
- Positions to which the employee can be moved,
- By when would she be able to take the new role,
- What new training and development required for the same.

It is a partial organization **chart** that shows managerial positions, current incumbents, potential replacements for each position, and the age of each person.

President

Vice President, Finance				Vice President, Operations				Vice President, Marketing		
A. White	47	E	R	D. Black	35	E	R	G. Green	45	E	R
B. Pink	31	S	T	E. Gray	46	S	T	H. Yellow	53	S	T
C. Blue	24	N	?	F. Rose	23	N	?	E. Brown	28	N	?

Key:

- 1: Candidate's Age
- 2: Present Performance (E-Excellent; S- Satisfactory; N-Needs Improvement)
- 3: Promotion Potential (R-Ready Now; T- Training Required; ? - Questionable)

Title			
Name	•1	•2	•3

To provide a more objective estimate of future potential, the information in the chart may be supplemented by results of psychological tests, interviews with HR specialists and other selection techniques.
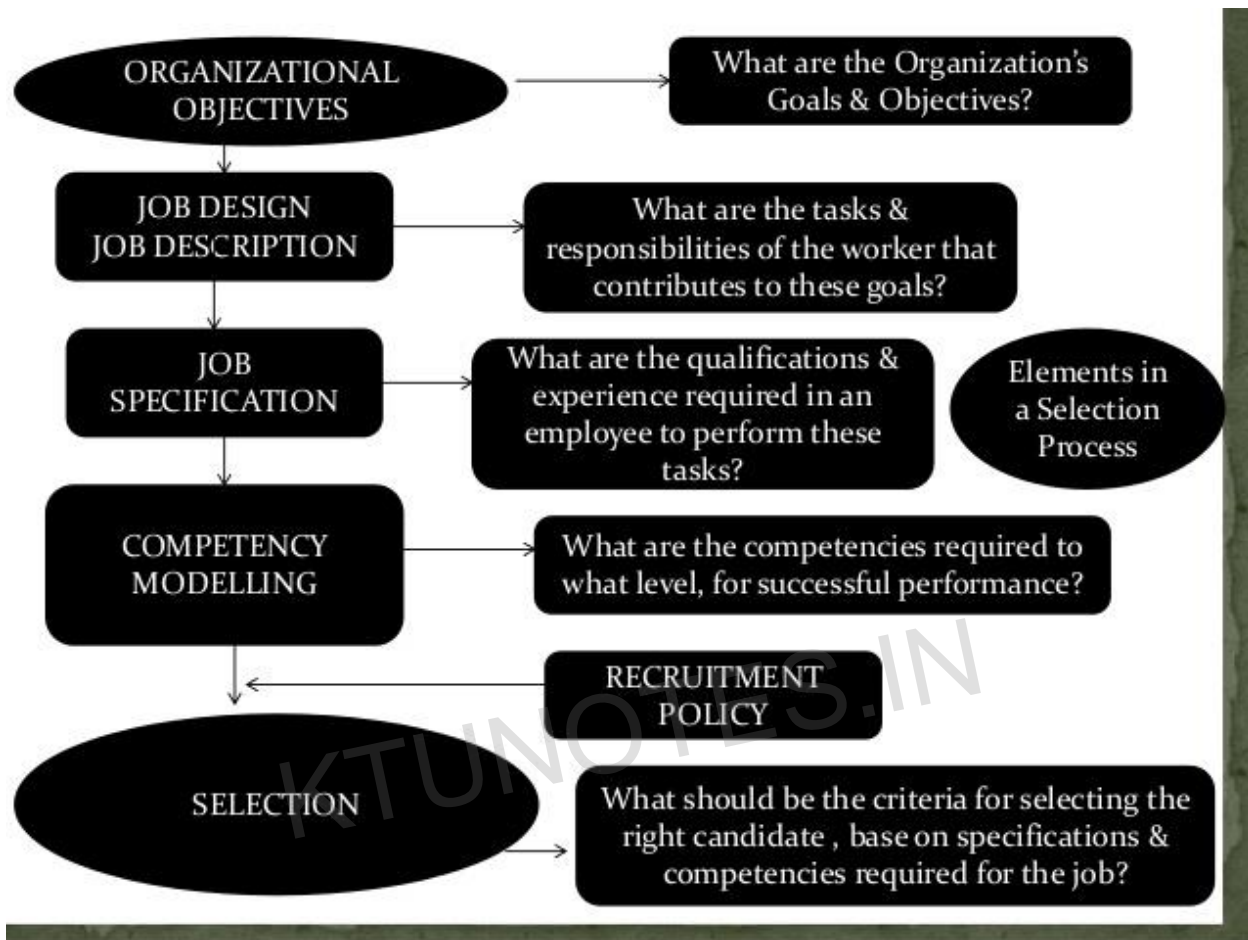
Advantages:

- It gives an overview of the human resource situation of an organization.
- It shows the future internal supply of mangers by indicating who is promotable in a year.
- It shows the position to which a manger may be promoted.
- Managers who are ready for promotion can be easily identified.

Disadvantages:

- It does not show the position up to which one can be promoted.
- Data is insufficient for fair assessment of an individual.
- Updating the chart is time-consuming and requires a lot of effort.
- Top level managers fera losing to competent subordinates

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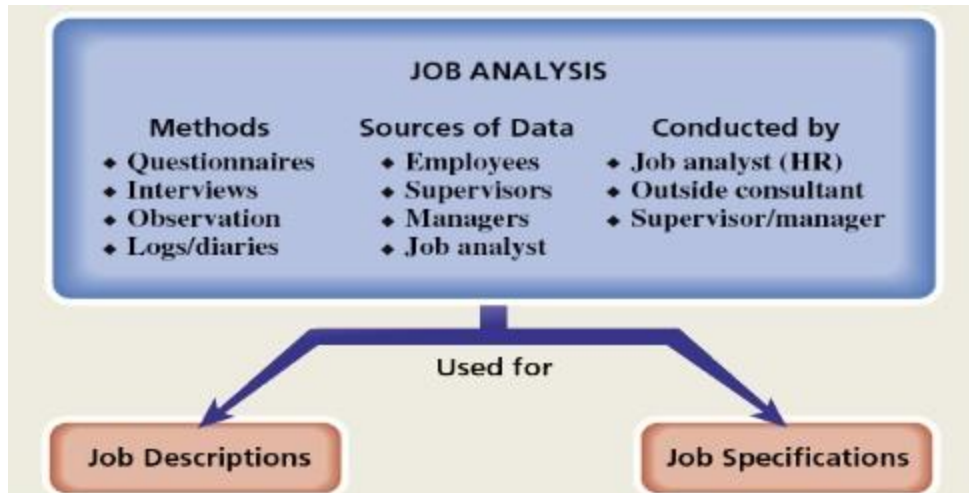# Job system approach to selection

Job Analysis

A systematic way of gathering and analyzing information about the content, context, and the human requirements of jobs.

It also involves determining the relative importance of the duties, responsibilities and physical and emotional skills for a given job.
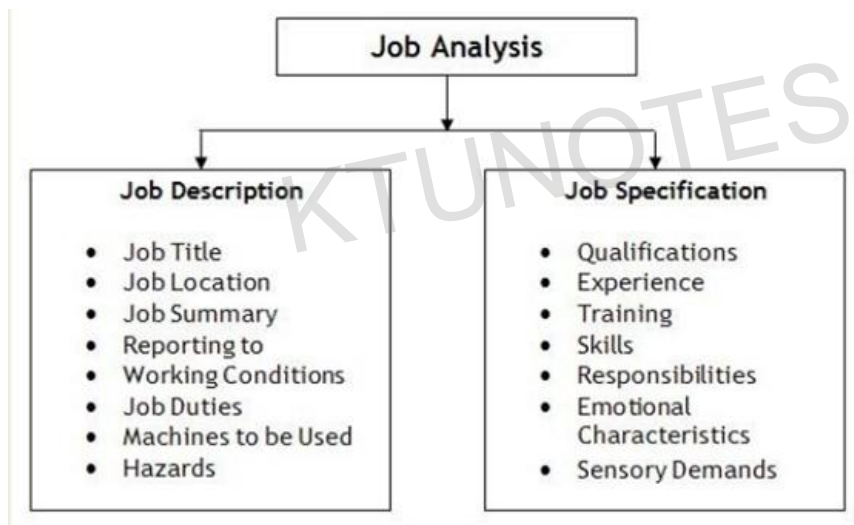
Process of Job Analysis

1. **Defining the objectives:** The foremost step in the process of job analysis is defining the objective of the job analysis. The objective could be either of the following:

   - Redesign the job description

   - Revise the compensation program

   - Change the organization structure

   - Redesign the job in a particular departmentOnce the objective is selected, it should be well communicated to the top management because with its support only, the changes can be made in the organization.

2. **Preparing the job Analysis:** After setting an objective, the kind of jobs that are to be analyzed are selected, whether the clerical jobs, managerial jobs, division specific job, etc. Also, the members who are included in the analysis and the methods to be used are identified.At this stage, the complete review of the existing job description is done to have a fair insight of the duties, responsibilities, organization chart, working conditions, hazards, etc. that exist in a particular set of jobs.

3. **Performing the Job Analysis:** The next stage in the process of job analysis is to perform or begin with the job analysis. Here, the sufficient time should be allotted for collecting the job details from the employees.The information from the employees can be collected through questionnaires, interviews, or through an observation method. Once the information gets collected it needs to be sorted on the basis of its nature, division, department.

4. **Designing Job Descriptions and Job Specifications**: At this stage, the job analyst prepares a draft of the job description and the specifications. After sorting of the information, the changes that need to be made in the jobs is identified and is written on paper. Once the draft gets prepared, it is circulated to the managers, supervisors, and the employees.

5. **Control Job Descriptions and Job Specifications:** This is the last step in the process of job analysis wherein the job descriptions, and the specifications are timely checked and modified according to the changing needs of the organization.

Job Design

Job design is the process of formation of structure to work activities. This is a systematic process of organizing specific job. It is thus, the logical sequence of job analysis which provides the job related data and skill requirement of the incumbent.

Job design follows job analysis i.e. it is the next step after job analysis. It aims at outlining and organising tasks, duties and responsibilities into a single unit of work for the achievement of certain objectives. It also outlines the methods and relationships that are essential for the success of a certain job. In simpler terms it refers to the what, how much, how many and the order of the tasks for a job/s.

It is the management function of organizing tasks, duties and responsibilities into a unit of work. It helps to set the purpose, fix and task characteristics and duties. Job design is another words, can be defined as the integration of job content and the method of doing the job. This combines the qualification, skills and experience required for the job intrinsic and extrinsic rewards associated with job, and the basic relationship between organizational needs and employee needs.

Job Design Techniques

- **Job Rotation**: Job Rotation is a movement of employee from job to job. In job rotation employee perform different jobs, but, more or less, jobs of the same nature.
- **Job Enlargement**: The combining of various operations at a similar level in to one job to provide more variety for workers and thus increase their motivation and satisfaction represents an increase in job scope

- **Job Enrichment**: The combining of several activities from a vertical cross section of the organization in to one job to provide the worker with more autonomy and responsibility; represent an increase in job depth.
- **Autonomous Teams**: A self-directed work team is an intact group of employee who are responsible for a "whole" work process or segment that delivers a product or service to an internal or external customer.
- **High Performance Work Design:** It is a means of improving performance in an environment where positive and demanding goals are set. It starts from principles of autonomous group working and develops an approach, which enables groups to work effectively together in situation where the rate of innovation is high. Operation flexibilities are important and there is, therefore, the need for employee's to gain and apply new skills quickly with minimum supervision.
- **Work Simplification**: "A job is broken down in to small sub parts and each part, is assigned to one individual" is called work simplification.

Benefits of Job Design

The following are the benefits of a good job design:

1. **Employee Input:** A good job design enables a good job feedback. Employees have the option to vary tasks as per their personal and social needs, habits and circumstances in the workplace.
2. **Employee Training:** Training is an integral part of job design. Contrary to the philosophy of "leave them alone' job design lays due emphasis on training people so that are well aware of what their job demands and how it is to be done.
3. **Work / Rest Schedules:** Job design offers good work and rest schedule by clearly defining the number of hours an individual has to spend in his/her job.
4. **Adjustments:** A good job designs allows for adjustments for physically demanding jobs by minimising the energy spent doing the job and by aligning the manpower requirements for the same.

Job design is a continuous and ever evolving process that is aimed at helping employees make adjustments with the changes in the workplace. The end goal is reducing dissatisfaction, enhancing motivation and employee engagement at the workplace.

Selection Procedure

Finding the interested candidates who have submitted their profiles for a particular job is the process of recruitment, and choosing the best and most suitable candidates among them is the process of selection. It results in elimination of unsuitable candidates. It follows scientific techniques for the appropriate choice of a person for the job.

The recruitment process has a wide coverage as it collects the applications of interested candidates, whereas the selection process narrows down the scope and becomes specific when it selects the suitable candidates.

Stone defines, 'Selection is the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job'.

Steps Involved in Selection Procedure:
A scientific and logical selection procedure leads to scientific selection of candidates. The criterion finalized for selecting a candidate for a particular job varies from company to company.

Therefore, the selection procedure followed by different organizations, many times, becomes lengthy as it is a question of getting the most suitable candidates for which various tests are to be done and interviews to be taken. The procedure for selection should be systematic so that it does not leave any scope for confusions and doubts about the choice of the selected candidate (Figure 5.6).

Brief details of the various steps in selection procedure are given as follows:

1. Inviting applications:
The prospective candidates from within the organization or outside the organization are called for applying for the post. Detailed job description and job specification are provided in the advertisement for the job. It attracts a large number of candidates from various areas.

2. Receiving applications:
Detailed applications are collected from the candidates which provide the necessary information about personal and professional details of a person. These applications facilitate analysis and comparison of the candidates.

3. Scrutiny of applications:
As the limit of the period within which the company is supposed to receive applications ends, the applications are sorted out. Incomplete applications get rejected; applicants with un-matching job specifications are also rejected.

4. Written tests:

As the final list of candidates becomes ready after the scrutiny of applications, the written test is conducted. This test is conducted for understanding the technical knowledge, attitude and interest of the candidates. This process is useful when the number of applicants is large.

Many times, a second chance is given to candidates to prove themselves by conducting another written test.

5. Psychological tests:

These tests are conducted individually and they help for finding out the individual quality and skill of a person. The types of psychological tests are aptitude test, intelligence test, synthetic test and personality test

6. Personal interview:

Candidates proving themselves successful through tests are interviewed personally. The interviewers may be individual or a panel. It generally involves officers from the top management.

The candidates are asked several questions about their experience on another job, their family background, their interests, etc. They are supposed to describe their expectations from the said job. Their strengths and weaknesses are identified and noted by the interviewers which help them to take the final decision of selection.

7. Reference check:

Generally, at least two references are asked for by the company from the candidate. Reference check is a type of crosscheck for the information provided by the candidate through their application form and during the interviews.

8. Medical examination:

Physical strength and fitness of a candidate is must before they takes up the job. In-spite of good performance in tests and interviews, candidates can be rejected on the basis of their ill health.

9. Final selection:

At this step, the candidate is given the appointment letter to join the organization on a particular date. The appointment letter specifies the post, title, salary and terms of employment. Generally, initial appointment is on probation and after specific time period it becomes permanent.

10. Placement:

This is a final step. A suitable job is allocated to the appointed candidate so that they can get the whole idea about the nature of the job. They can get adjusted to the job and perform well in future with all capacities and strengths.

Techniques and instruments for selection
1. Tests
2. Interviews

TYPES OF TESTS FOR SELECTION

Tests are classified into five types. They are:

(i) Aptitude tests
(ii) Achievement tests
(iii) Situational tests
(iv) Interest tests
(v) Personality test

Aptitude Tests: These tests measure whether an individual has the capacity or latent ability to learn a given job if given adequate training. Aptitudes can be divided into general and mental ability or intelligence and specific aptitude such as mechanical, clerical, manipulative capacity etc.

Intelligence Tests: These tests in general measure intelligence quotient of a candidates. In detail these tests measure capacity for comprehension, reasoning, word fluency, verbal comprehension, numbers, memory and space .Other factors such as digit spans both forward and backward, information known, comprehension, vocabulary, picture arrangement and object assembly.

Though these tests are accepted as useful ones, they are criticized against deprived sections of the community. Further, it is also criticized that these tests may prove to be too dull as a selection device.

Mechanical Aptitude Tests: These tests measure the capacities of spatial visualization, perceptual speed and knowledge of mechanical matter. These tests are useful for selecting apprentices, skilled, mechanical employees, technicians etc. Psychomotor Tests: These tests measure abilities like manual dexterity, motor ability and eye-hand coordination of candidates. These tests are useful to select semi-skilled workers and workers for repetitive operations like packing, watch assembly. Clerical Aptitude Tests: Measure specific capacities involved in office work. Items of this test include spelling, computation, comprehension, copying, word measuring etc.

Achievement Tests: These tests are conducted when applicant claims to know something as these tests are concerned with what one has accomplished These tests

are more useful to measure the value of specific achievement when an organization wishes to employ experienced candidates. These tests are classified into: Job Knowledge test; (b) Work sample test.

Job Knowledge Test: Under this test a candidate is tested in the knowledge of a particular job. For example, if a junior lecturer applies for the job of a senior lecturer in commerce, he may be tested in job knowledge where he is asked questions about Accountancy principle, Banking, Law, Business Management etc.

Work Sample Test: Under this test a portion of the actual work is given to the candidates as a test and the candidate is asked to do it. If a candidate applies for a post of lecturer in Management he may be asked to deliver a lecture on Management Information System as work sample test.Thus, the candidates achievement in his career is tested regarding his knowledge about the job and actual work experience.

Situational Test: This test evaluates a candidate in a similar real life situation. In this test the candidates is asked either to cope with the situation or solve critical situations of the job.

(a)Group Discussion: This test administered through group discussion approach to solve a problem under which candidates are observed in the areas of initiating, leading, proposing valuable ideas, conciliating skills, oral communicating skills, coordinating and concluding skills.

(b)In Basket: Situational test is administered through ˜in basket The candidate, in this test, is supplied with actual letters, telephone and telegraphic message, reports and requirements by various officers of the organization, adequate information about the job and organization. The candidates is asked to take decisions on various items based on the in basket information regarding requirements in the memoranda.

Interest Test: These tests are inventories of the likes and dislikes of candidates in relation to work, job, occupations, hobbies and recreational activities. The purposes of this test is to find out whether a candidate is interested or disinterested in the job for which he is a candidate and to find out in which area of the job range/occupation the candidate is interested. The assumption of this test is that there is a high correlation between the interest of a candidate in a job and job success. Interest inventories are less faked and they may not fluctuate after the age of 30.

Personality Tests: These tests prove deeply to discover clues to an individuals value system, his emotional reactions and maturity and characteristic mood. They are expressed in such traits like self-confidence, tact, emotional control, optimism, decisiveness, sociability, conformity, objectivity, patience, fear, distrust, initiative,

judgment dominance or submission, impulsiveness, sympathy, integrity, stability and self-confidence.

(a) Objective Tests: Most personality tests are objective tests as they are suitable for group testing and can be scored objectively.

(b) Projective Tests: Candidates are asked to project their own interpretation of certain standard stimulus situations basing on ambiguous pictures, figures etc, under these tests.

Personality tests have disadvantage in the sense that they can be faked by sophisticated candidates and most candidates give socially acceptable answers. Further, personality inventories may not successfully predict job success.

Interview

An interview is a conversation between two or more people where questions are asked by the interviewer to elicit facts or statements from the interviewee. It helps to assess the applicant's profile and comparing it with the job profile for suitability. Interviews also helps in assessing the candidate and validating the information provided in his/her application.

Types of Interview

1. **Preliminary Interview**

   · Informal interview
   · Unstructured interview.

2. **Core Interview**

   · Background information interview.
   · Job and probing interview.
   · Stress Interview.
   · The group discussion interview.
   · Formal and structured interview
   · Panel interview
   · Depth interview.

3. **Decision-Making Interview:**

Preliminary Interview:

Informal Interview: This is the interview which can be conducted at any place by any person to secure the basic and non-job related information.

Unstructured Interview: In this interview the candidate is given the freedom to tell about himself by revealing his knowledge on various items / areas, his background, expectations, interest etc. Similarly, the interviewer also provides information on various items required by the candidate

Core Interview

Background Information Interview:

This interview is intended to collect the information which is not available in the application blank and to check that information provided in the application blank regarding education, place of domicile, family, health, interests, hobbies, likes, dislikes, extracurricular activities of the applicant.

Job and Probing Interview This interview aims at testing the candidate's job knowledge about duties, activities, methods of doing the job, critical/ problematic areas, methods of handling those areas etc.

Stress Interview: This interview aims at testing the candidate's job behavior and level of withstanding during the period of stress and strain. Interviewer tests the candidate by putting him under stress and strain by interrupting the applicant from answering, criticizing his opinions, asking questions pertaining to unrelated areas, keeping silent for unduly long period after he has finished speaking etc. Stress during the middle portion of the interview gives effective results. Stress interview must be handled with at most care and skill. This type of interview is often invalid. As the interviewees need for a job, his previous experience in such type of interviews may inhibit his actual behavior under such situations.

Group Discussion Interview: There are two methods of conducting group discussion interview, namely, group interview method and discussion interview method. All candidates are brought into one room i.e. interview room and are interviewed one by one under group interview This method helps a busy executive to save valuable time and gives a fair account of the objectivity of the interview to the candidates.

Under the discussion interview method, one topic is given for discussion to the candidates who assemble in one room and they are asked to discuss the topic in detail. This type of interview helps the interviewer in appraising, certain skills of the candidates like initiative, inter-personal skills, dynamism, presentation, leading comprehension, collaboration etc.

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Interviewers are at ease in this category of interview because of its informality and flexibility. But it may fail to cover some significant portions of the candidates background and skills.

Formal and Structured Interview: I this type of interview, all the formalities, procedure like fixing the value , time, panel of interviewers, opening and closing, intimati0ng the candidates officially etc. are strictly followed I arranging and conducting the interview. The course of the interview is preplanned and structured, in advance, depending on job requirements. The questions items for discussion are structured and experts are allotted different areas and questions to be asked. There will be very little room for the interviewers to deviate from the questions prepared in advance in a sequence.

Panel Interview: Interviewing of candidates by one person may not be effective as he cannot judge the candidates in different areas/ skills owning to lack of knowledge and competence in multiple disciplines and areas. Hence most organizations invite a panel of experts, specialized in different areas / fields / disciplines, to interview the candidates. A panel of experts interviews each candidates, judges his performance individually and prepares a consolidated judgment based on each expert's judgment and weighted of each factor. This type of interview is called as panel interview. This type of interview would be more effective as each candidate is prepared by an expert in relevant areas. Experts should be cautioned against over accuracy, excessive weight-age to a particular factor, domination of other experts etc.

Depth Interview: In this type of Interview, the candidates would be examined extensively in core areas of knowledge and skills of the job. Experts in that particular field examine the candidates by posing relevant questions as to extract critical answers from them, initiating discussions regarding critical areas of the job, and by asking the candidates to explain even minute operations of the job performance. Thus, the candidate is examined thoroughly in critical / core areas in their interviews.

Decision Making Interview

After the applicant's knowledge in the core areas is evaluated by experts , including line managers , the candidates are finally interviewed by Dept. heads and HR Dept. These interviews are usually informal discussions where the candidate's interest in job and the organization, their reaction to the working conditions, career planning and promotional opportunities, work adjustment and allotment are evaluated and discussed. The HR manager tries to find out candidates expectations regarding salary, allowances, benefits, promotions and career opportunities. Finally selecting the candidate is taken by interview board and HR dept.

Qualities and Characteristics of a Good Manager

Personal Characteristics

There are items that can help you improve yourself, and enhance your interactions with others. Desirable personal characteristics make a manager someone that others can look up to, and feel comfortable following:

1. **Self-Motivation**: An effective manager can't motivate others if he or she can't self-motivate. Self-motivation, the ability to get yourself going, and take charge of what's next for you, is a vital personal characteristic for a manager. You have to keep yourself going — and motivate those who work with you.
2. **Integrity**: People trust a good manager because they know he or she has personal integrity. Workers need to know that you will fight for them, do what you say, and follow the rules.
3. **Dependability/Reliability**: As a person, you should be dependable and reliable. Your superiors, as well as your subordinates, need to know that you can be counted on. Others in the organization should be able to rely on you.
4. **Optimism**: Do you look to the future with hope? An optimistic attitude can help build morale in your employees. Your positive attitude can inspire others, and help them feel good about getting things done.
5. **Confidence**: Do you have confidence in yourself. You need to be able to make decisions in confidence, and show others that you are capable of making good decisions. Your confidence will rub off on others, and can be of benefit.
6. **Calmness**: As the manager, you can't afford to break down when the pressure is on. The ability to remain calm and do what needs to be done is essential in a good manager.
7. **Flexibility**: A certain amount of flexibility is needed by a manager, since he or she may need to adapt to changing situations.

Business Characteristics

Some level of business acumen is important when you are a manager. While you may not need to be on the level of a professional dealmaker, familiarity with basic business principles and practices can be helpful.
1. **Industry Knowledge**: What do you know about the industry you are in? It helps understand your industry so that you can answer questions and perform your work more effectively. Workers may not need industry knowledge, but a manager should have some.

2. **Know When to Delegate**: An effective manager knows that some tasks need to be delegated. You should be able to identify workers who will do well, and give them tasks they can succeed at — while helping the project.
3. **Organization**: You need to be organized in order to be a good manager. Keep track of projects, employees and assignments so that you are on top of what needs to happen in the business.
4. **Basic Money Management**: Understand basic financial concepts so that you understand how to manage money as part of a project you have been given.
5. **Business Hierarchy**: You should know how the hierarchy works at your business, and follow the chain of command. Make sure that you understand your duties, and to whom you report. You should also know how the organization affects your subordinates.
6. **Legal Implications**: While you don't need to be a law expert, you should have a grasp of the legal implications of sexual harassment, proper hiring and firing practices, confidentiality, and more.

Communication Qualities

A good manager needs to be able to communicate effectively. You might be surprised at the different qualities there are related to communication. Make sure that you develop the ability to communicate as part of your efforts. Here are some qualities to possess if you want to be an affective communicator as you fulfill your management duties.

1. **Written Communication**: Learn how to communicate effectively in writing. A good manager should be able to write professionally and with correct grammar, expressing him or herself in email, memos, and thank you notes.
2. **Public Speaking**: As a good manager, you should know how to speak publicly, annunciating your words, and concisely communicating your ideas, whether in an interview, or addressing workers.
3. **Constructive Feedback**: Learn how to provide feedback in a way that is helpful to workers and others.
4. **Active Listening**: One of the most important communication skills is listening. Make sure you are listening to your workers, superiors and customers, and that you acknowledge them.
5. **Specific**: When giving instructions, be specific in what you want, and in expected outcomes. Make sure your employees understand what should happen.
6. **Organize Your Presentations**: Organize and practice your presentations before giving them so that you are clear and concise, and so that your presentation flows well.

Relationship Qualities

Your characteristics as you build relationships matter when you are a manager. You will need to know how to manage relationships between yourself and your subordinates, as well as manage the relationships among those who work under you. You should also know how to develop relationships with your superiors, and coordinate relationships between those above you and below you in the hierarchy.

1. **Customer Service**: You might be surprised to discover the customer service is a relationship quality. However, it is. You need to be able to build good relationships with customers if you want to be a good manager.
2. **Mediator**: Often, a good manager needs to be able to act as a mediator between workers, between a worker and a client, or between a superior and a worker. Brush up on your mediation qualities, and learn conflict resolution techniques to be a good manager.
3. **Team Player**: You need to be able to function as part of a team if you want to succeed as an effective manager. Make sure that you are willing to work with others, and that you will hold up your end.
4. **Respect**: You need to be respectful of your workers if you are to have respect as a manager in return. It's up to you to set the example and build relationships of respect.
5. **Collaboration**: You'll need to set up collaborations with others, and with your team. You should also be able to work well with others, and understand how to integrate ideas and personalities.
6. **Value Others**: A good manager helps employees feel valued. Surveys show that employees want recognition from their superiors, and you need to make sure to recognize contributions from your workers.