



Vijay Institute of Management

(Approved by AICTE, New Delhi & Affiliated to Anna University)

MBA – TANCET Counselling Code 683

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BBA

HOW TO FACE AN INTERVIEW

(UG Course Material for MK University - Madurai)

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Unit 1

Elements of Interview – Oral, Observational, face to face, conversational, personal evaluation

Interview

The word ‘interview’ means view between or right between. It suggests a meeting between two people for the purpose of getting a view of each other, or for knowing each other. An interview is thus, a means of two- way communication.

Types of Interview:

1. Selection interview
2. Appraisal Interview-to assess the performance of employees
3. Exit Interview – while the employees when they are leaving the company either on their own or through dismissal
4. grievance Interview – to learn about the grievances or complaints
5. Reprimand Interview is done when the employees are reprimanded on some disciplinary grounds etc. (apart from these, there are some more types of interviews practiced by the org.)
6. panel interview
7. telephonic interview
8. Lunch/Dinner interview
9. Preliminary interview
10. Sequential interview
11. Skill-based interview
12. Academic interview
13. Personality interview

Techniques of interview:-

1. Searching
2. Random appearance
3. Tests
4. Experience
5. Under-stress interview

Interviewer’s preparation for the interview

1. Be clear about company profile and job requirements
2. Send interview letter well in advance.
3. Make candidates comfortable
4. Interview in a congenial and interruption free atmosphere
5. Candidates’ bio-data with each member of the committee.
6. Questions according to a set procedure.

How to conduct the interview:-

1. Welcoming the candidates: Make the candidate feel comfortable and relaxed.
2. During the interview ask him questions to find out.
 - a. His ability to do the job

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- b. His willingness to do it
- c. Previous experience, duties, salary drawn, reason for leaving that job;
- d. Any other relevant questions;
3. Parting: Tell him when and how he will know the outcome of the interview

How to conduct yourself during the interview

1. Confident entry
2. Polite greetings
3. Taking seat when offered
4. Being relaxed
5. No hurried response, only relevant answers;
6. No irritating display of knowledge.
7. Admitting ignorance if answer not know;
8. No stubbornness; positive approach
9. Frank personal information, particularly about the previous job;
10. Seeking information about the job.

Elements of an interview

1. The language used in the interview should be styled in the question and answer format.
2. Use simple questions that are to the point.
3. Always be polite and courteous to your interviewee.
4. Using open ended questions to draw out the interviewee's views and opinions.
5. It is appropriate when necessary to use closed questions which require "yes" or "no" answers.
6. Questions should follow on from the previous question in a logical and sequential order.
7. To clarify the interviewee's answers repeat and reword what the interviewee has said.
8. Link the questions and answers together by using phrases such as "consequently", "because of that" or "in response to".
9. Use appropriate words and language that relate to the mission statement.

ELEMENTS FOR A SUCCESSFUL INTERVIEW

Appearance: Choice in clothing appropriate for the interview setting→ Grooming (Hair, Pressed Clothes, Make-up)

Greeting: use professional and appropriate behavior and language→ o handshakes and eye contact o "hello", "thank you", etc. *Communication:* use clear speech; appropriate sentence structure and grammar→ show commitment and enthusiasm→ appropriate voice volume

Body Language: good eye contact, remaining comfortable and sincere→ use good posture, facing interviewer→ Responding to Questions: use thorough answers, focus on relevant information in response to→ question asked

Asking Questions: use well developed questions relating to the desired position→ research on school or position should be evident

Passion/Goals: express passion; demonstrate goal through coursework→ (academic and elective), extra-curricular, and volunteer experience, and employment

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Oral interview

An oral interview is an effective research technique that can be improved with practice. There are no set rules, but there are some proven steps that will help you to perfect your skill.

Getting Ready

A successful interviewer fully understands the assignment. Why do you want this interview? What do you hope to learn? What is your focus? What do you know about the topic already? It is very difficult to formulate good questions without knowing something about the topic. Take the time to research your topic and the person you wish to interview. The time will be well spent. With a good overview, you will be able to create intelligent and specific questions.

Preparing Your Questions

Keep your focus in mind as you prepare your questions. Incorporate the 5Ws (Who, What, Where, When, Why) plus How. Use the type of question that will best elicit the information you seek.

For example:

Factual questions ask for specific information or facts: "*Who worked with you on this research project?*"

Definitional questions elicit clarification or specific information: "*In your book, _____, you emphasized the importance of eating fruits and vegetables in filling your antioxidant quota. What do you mean by the term, antioxidant quota?*"

Comparative questions look at two issues or objects to see if there is a correlation between the two: "*How is your study different from the one recently completed at McGill University?*"

Causal questions search for reasons: "*Why did you choose this particular research method?*"

Speculative questions look for a reflection or opinion: "*Where do you think your research will lead you next? If you could go back and change things, what would you do differently?*"

Before you consider yourself ready, go back over your questions and refine them. Are they relevant? Are they specific enough? Will they help you find the answers you need? Are they in the right order? Do they all fit on one page?

You do not need a lot of questions and you do not need long ones. You need questions that are beneficial to your inquiry, and that are clear and concise. Eliminate any yes or no answer questions, as they do not lead to informative answers.

Setting Up the Interview

Once your questions are prepared, it is time to arrange the interview. This can be done by telephone, email or letter. Whichever method you use, use a positive approach.

Introduce who you are, what school you are from and the purpose of your call. Never start off with a negative such as "Do you think it is possible that I could interview you." Instead, say something like, "Hello, My name is _____. I am a student from _____. I am currently working on _____ and I would very much like to interview you to find out _____."

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If you have done your homework, you will also be able compliment the person on their work or comment on how they can contribute to your understanding of the topic.

Choose the method of contact that will work best for this individual. In some cases, the person will want to conduct the interview right then and there over the telephone. Be prepared in case this happens. Have your questions with you. Another good reason to have your questions available is that the person you wish to interview may want to know in advance of the interview what questions you will ask.

Once the person has agreed to the interview:

- Set the day, time and the place for the interview.
- Ask for directions if needed.
- If you wish to use a video, camera or other recording devices, you will need to request permission.

Occasionally, no matter how positive and prepared you are, you will be turned down. Be respectful and thank the person and then start your search for an alternative. This individual may be willing to recommend you to someone who is willing to answer your questions.

The Interview Itself

- Be on time!!! Do not start out on the wrong foot by being late.
- Allow time for setting a comfortable mood. If you arranged the interview through a secretary, introduce yourself and the purpose of the interview. If you arranged the interview directly, remind the individual of who you are and outline what you want to accomplish during the interview.
- Choose your first question carefully. It will set the tone for the rest of the interview. Do not start out with a tough question that demands a lot of thought. Save that question for later. A person at ease will be more likely to share interesting insights.
- Know your questions. Practice them. This will enable you to maintain eye contact throughout the interview. The more prepared you are, the more at ease you will feel.
- If you are not recording the interview, take detailed notes. Take special care to make sure that potential quotes are recorded accurately.
- Be a good listener. The main purpose of your interview is to allow the individual to tell his or her own story. Do not interrupt unless it is absolutely necessary -- for example, because the interviewee is getting way off topic. If the interviewee is sharing an interesting story, do not rush to the next question. Be patient!
- Do not worry about short silences. The interviewee will want to make sure the story is correct. He or she may want to think through the answer before responding.
- Keep your objectives in mind. Are your questions working? Do they need to be altered? Do you need to ask for clarification? Both you and the person you are interviewing want the correct story to come out. He or she would prefer you ask for clarification, rather than interpret something they said incorrectly.
- End the interview on a positive note. Ask your interviewee if there is anything he or she would like to add. Leave your contact information in case he or she thinks of anything after you leave.
- Be sure to follow-up with a thank you card or email showing your appreciation for his or her time.

Reporting

Just as you set the focus for your interview, set the focus for your presentation or write-up. Consider whether your focus has stayed the same or whether it has changed slightly due to insights that emerged

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during the interview. Will your interview findings be the feature of your report or integrated into a larger topic? If it is to be integrated, where, strategically, will you use it?

Go back through your notes, tapes, etc. and pick out only those points that are relevant to your focus. Pick out quotes that will add interest and authenticity. Once you have all your information chosen, prepare your outline, which will include your introduction, body and conclusion.

Introduction:

- Introduce your topic.
- Get the audience's attention and forecast important points.
- Present your thesis or focus.

Body:

- Provide the essential information about your topic.
- Go from general to specific.
- Use action verbs.
- Check all quotes that will be included to make sure that they are accurate and complete.

Conclusion:

- Reinforce the essential points.
- Make a connection to the introduction.
- Leave the audience with a point to think about.

Complete the writing process by composing a draft and then, after editing and revising, your final copy. Make sure your interviewee is cited as a source. If this is an oral presentation, practice just as you did before your interview. Detailed preparation leads to a confident presentation!

Face to Face Interview

Research the industry, the company and the players.

Find out everything you can about the place, their business, their products, their position in their industry, their reputation, their competition, their financial stability and the key decision-makers who work there. Study the company's website, take notes and jot down questions related to their business that you can ask at the end of your interview. Google Search the company and see what else you can find out about them beyond their own website. Look up the company on a professional business database like *Dun & Bradstreet's Million Dollar Database Premier* or *ReferenceUSA Business*. Anyone with a public library card number can log into those databases from any home computer! (Ask your local librarian for help if you don't know how to do this.) Read and study the company's information there in detail. You certainly want to sound like you've done your homework, and that you are informed about them when asked the inevitable question: "*How much do you know about our company?*"

Research your interviewer.

Find out everything you can about the person that will be interviewing you. Try to find a bio on the company's website. See if there is a bio of your interviewer in the personnel listed on the professional business databases mentioned above. Do a Google Search on their name and see what comes up. Look

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their name up on LinkedIn and check out their profile there. Figure out if you share any of their 1st degree LinkedIn connections, and if so, reach out to those people and ask if they can give you any insights. Also look them up on Facebook, Twitter and any other Social Media sites you can find to see if they have any public profiles. Take note of things like prior places they've worked, where they went to school, hobbies and interests, etc. The more you can learn about your interviewer, the better prepared you'll be to connect on a personal level. Think of ways to use this information as part of the "Nuggets" technique listed below. (And by the way ... your interviewer might be doing those same exact Social Media searches on you — so don't be surprised if they mention things they've learned about you from those same sources!) Just be careful during the interview to not let the conversation drift too far away from professional topics and into either offering up too much personal information or discussing potentially controversial subjects. For example: politics, religion, sexual orientation ... those might be great topics for a first date — but not a job interview!

Study the job description and prepare stories.

Carefully think through each element of the job description (assuming you have one) for the position you are interviewing for beforehand and prepare concrete examples of when, where and how you have done all the specific things described in that job description. Telling stories is a very powerful interview technique. Prepare brief stories about your past accomplishments and experiences that illustrate how you provided value to your past employers ... and by inference, how you would bring similar value to a new company. Be ready to tell your stories and demonstrate with details how you fit each and every requirement they listed. Try to work those stories into your conversation in a natural way during your interview.

Print out and bring a few copies of your résumé with you.

Most likely, your interviewer will already have a copy in front of them ... but sometimes they don't. If not, it's always helpful to ask if they'd like to have a copy to refer to – which you just happen to have ready to hand them. You might also be introduced to other people who will want to interview you, and who may not be prepared with a copy of your résumé. It's best to have them handy.

Dress for Success.

I would advise everyone to dress up for every interview (jacket & tie or a suit for men, conservative business suit for women, no flashy jewelry ... and absolutely NO perfume or cologne!) Pay attention to grooming and personal hygiene (hair, nails, breath, etc.) Unless your interviewer specifically instructs you to dress casually for an interview — meaning THEY brought it up in advance ... not that you asked if it would be OK — dressing up is the accepted rule of thumb. Sure, lots of places are "Business Casual" these days. I've seen interviewers dressed in jeans. However, don't ever assume that means YOU can dress down for an interview. I've had more than one casually dressed decision-maker tell me that they thought a candidate showed a lack of respect by not dressing up for their interview. The bottom line is that dressing up cannot possibly hurt you!

Be on time – not too early, and NEVER late!

Make sure you know exactly where you are going. Verify the exact address and location that you are to meet your interviewer. Use Google Maps to plan your route. If you have one, use a GPS in your car to avoid getting lost. Do a practice driving run if you are unsure of the location. NEVER be late! But, also do not show up more than 5-10 minutes early. (That is disrespectful to the interviewer, and actually shows desperation.) If you do arrive too early, sit in your car and re-read the job description and gather your thoughts. Don't go in until it's close to your appointment time. On the other hand, if you do find yourself running late due to unexpected circumstances (severe weather, traffic problems, etc.) make

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sure you have a phone number with you that you can call to alert your interviewer about your delay. Nothing is worse than showing up late without having called. And then remember to silence your cell phone before you walk in the door!

Have a Firm Handshake.

It may sound obvious, but how you shake hands says volumes about your personality. Practice on someone you trust if needed. You want it to be firm, but not so tight that it feels like you are trying to break bones! The worst is the “fish” handshake – a completely limp hand. That’s just creepy! Almost as bad is gripping someone around their fingers instead of fully locking hands at the base of the thumb. This may sound overly picky, but you’d be surprised how much your handshake contributes to that all-important first impression.

Smile!

Remember to speak clearly, and try to convey enthusiasm and energy through your tone of voice. Smiling helps (really, it does!) Smile as much as possible during the conversation. Try it ... you’ll notice that you actually sound very different when you talk through a smile.

Make Eye Contact.

Throughout the interview, make sure you make eye contact with your interviewer. It’s OK if you have to refer to notes, or read something ... but be conscious of where your eyes are focusing, and meet your interviewer’s eyes as much as possible (without going overboard by staring!)

Pay attention to your posture.

Sit up straight in your chair. Do not slouch or lean back. From time to time, a good trick is to lean forward towards the interviewer. When speaking, leaning forward transmits the message that you want to emphasize your point. When listening, leaning forward transmits the message that you are fully engaged in active listening. Also, don’t chew gum!

Mirroring the vocal cadence and body language of the interviewer.

A trick often used by sales people is to listen to the speed and tone of the interviewer’s voice, and try to match it with your own. I don’t mean imitate the person’s voice or accent ... but simply talk slower or faster to match the way the other person sounds, and mirror their general tone and level. Mirroring the general body language of your interviewer (which way they’re leaning, crossing their legs, tilting their head, and other broad gestures) has the same effect. Doing this subconsciously makes the other person feel more comfortable with you, and helps you form a connection with them.

Use the “Nuggets” technique to establish rapport.

“Nuggets” are all those little things that you can pick out about a person or a company that you can make a positive comment about, compliment a person on, and use to connect on a personal level with the person you are talking with. When done correctly, using “Nuggets” in an interview can increase your chances of success and cast you in a more favorable light. Everyone loves to hear compliments ... and it’s simply human nature for someone to be attracted to someone else who says complimentary things about them, and who seems impressed with them. [For more on this powerful interview technique, read: “Nuggets: A Secret Interviewing Technique.”]

Projecting a Positive Attitude is a critical key.

Concentrate on projecting positive energy and enthusiasm. Try to express passion for your work, a sense of humor, and a genuine aura of optimism. Those are the qualities that make a person attractive to others. It’s nearly impossible to fake those qualities, and frankly it’s one of the main reasons people get

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hired. Being able to convey a positive attitude is critical. [For more on this, read: “The Power of a Positive Attitude.”]

Questions, Questions, Questions.

There are literally hundreds of different questions that interviewers might ask, depending on the position of the interviewer, and their interview style. I do not intend to list specific questions and how to answer them here. A simple Google Search on “Interview Questions” will take you to dozens of great websites that go into great detail on that topic. I will say that the most common thing you’ll hear from almost every interviewer near the beginning of your meeting is some variation of: *“Tell me about yourself.”* Answering that is pretty basic, and also fairly critical. Don’t ask “where should I begin” – a sure sign of someone who needs to be spoon-fed instructions instead of thinking on their feet ... definitely not the message you want to give! Also, don’t give an autobiography of your entire life starting with where you were born, where you went to school, what your hobbies and interests are, etc. – all personal items to be filed under the category of “too much information.” Keep your answer focused on your professional profile as it relates to this job and this company. Be prepared to give an expanded version of your “Elevator Pitch” in which you give an overview of your most recent and most relevant career experiences, and your professional goals. Try, if possible, to reference elements in their job description, and how your skills and experiences match it. Remember to use your prepared stories if you can. However, don’t let this answer go on too long ... keep it well under 5 minutes. It’s OK to ask when you are done: *“Would you like me to go into greater detail on anything in particular?”*

Be a good listener, and never interrupt.

Any good interview is a 2-way exchange of information. Let the interviewer talk and lead the discussion without interrupting. Listen carefully, and then give thoughtful answers. Answer questions directly and completely, but try not to go off on tangents or “over-talk” your answers. It’s better to give a brief answer, and then ask *“is that what you wanted, or should I give you more details?”* Candidates often get nervous and talk too much during interviews, trying way too hard to “sell themselves.” While talking, pay attention to the body language of your interviewer and watch for signs of boredom – fidgeting, looking at their watch, etc. – and cut yourself off if you see them. I can’t tell you how many times I’ve debriefed interviewers who complained about candidates who talked on and on and on during interviews, without letting the interviewer get a word in edgewise! Sometimes it’s better to simply shut up and listen!!!

Don’t bring up salary or benefits ... but be prepared to answer the Dreaded Salary Question directly if asked.

Never be the one to bring it up ... but if asked point blank what you made at your last job, or what your salary expectations are going forward – don’t play games or avoid answering. You need to prepare direct and truthful responses to those questions. If this topic came up in a prior phone interview, make sure your answers are consistent with what you said before. It’s best to be honest about your history, and to give a range for your expectations (rather than a specific number.) Your history is what it is – you can’t change it, and delaying telling them serves no purpose. And your expectations should not be a moving target ... you should know what you need as a minimum, and what range makes sense based on your history. Now it is true that if the range you give does not overlap with the range that they have budgeted for the job you are pursuing, they will very likely eliminate you from consideration. On the other hand, if you dance around this issue and/or refuse to give a straight answer, then that is just as likely to raise a red flag that will eliminate you here. There are simply too many qualified applicants for every open job for most companies to want to deal with someone who can’t give a straightforward

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answer on this. The bottom line is that if your salary expectations do not match what they can pay, then it's a waste of both your and their time to continue pursuing this position. They'll find out eventually, so it's better to know sooner rather than later. [For more details on this topic, read: "Answering the Dreaded Salary Question."]

Prepare a list of questions you can ask.

Almost every interviewer asks near the end of an interview: "*Do you have any questions?*" Candidates are often judged by the quality of the questions they ask ... and candidates who have no questions at all might be perceived as having no interest in the position. Some suggested ideas for general questions are: "*How long have you been with the company, and what do you like about it?*" "*How would you describe the company culture here?*" "*What characteristics have made your best employees successful here?*" You might also want to think of more specific questions about the company or their products, based your research. [For more on this, read: "So, Do You Have Any Questions? Nailing the Interview Closer."]

At the end of the interview, clarify the next steps.

If you are interested in this job, make sure to say so! ("*I just want to let you know that I am very interested in this opportunity, and hope we can move forward. What is the next step?*") Don't leave without determining what the expectations are for the next steps, and how and when YOU should follow-up. Ask what their timetable is for hiring, and how their hiring process works. Also make sure you get a business card with the email address and phone number of your interviewer, and send them a thank-you email that same day. If you met with more than one person, get everyone's cards and do the same with them. Then immediately make a note on your calendar of when your pro-active follow-up call will be if you don't hear back from them first. If you really want this job, don't just sit back wait for them to make the next move. You have to go after it!

Conversational Interview

Interviews can be static formalities that offer the opportunity to present your *best self*. Think about it: there is always the expectation of the interviewer controlling a rigid Q&A session to find that right fit for a job. As the interviewee, you may focus efforts on preparing answers to common interview questions and completely overlook the importance of coming across as personable.

Regardless of profession, we're constantly engaged in conversations that lead to positive results. Why should an interview be any different? During your next interview, take some initiative with a *conversational approach* using the following suggestions:

Exude confidence through body language:

Before you even say a word to the interviewer, your confidence level is being scrutinized. That first impression will set the tone and dictate how open the interviewer feels he or she can be with you. Even if you feel nervous, prepare yourself to radiate self-confidence from the start – however you'd engage with a *respected* family member or friend is the approach you should take.

Remember to smile, maintain friendly eye contact, and introduce yourself with a firm handshake. When you sit down, lean slightly forward, remember to keep your arms uncrossed, and feel comfortable using your hands when illustrating your talking points. You'll appear candid, put your interviewer at ease, and the conversation will follow organically.

Listen strategically for conversational queues:

Be a generous listener and allow your interviewer to establish the tone and set priorities. Once there's a topic you feel confident elaborating on, treat this as a fitting moment to follow up with a comment or

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question that digs deeper into the subject. Don't feel pressured to only save questions towards the end of the interview – take control of the narrative, when appropriate, by staggering open-ended questions after responses. Great questions usually start with words like “what”, “how”, or “why” to evoke insightful responses that keep the conversation flowing.

Be memorable with your content:

Everyone knows it's important to research the organization before the interview. Stand out from the pack by finding quality information outside of what you'd find on a company website. Begin with a Google News search for recent articles or press releases on the employer. Look up your interviewer on LinkedIn, Facebook, or Twitter to be aware of any shared interests that may trigger small talk. Plan to casually weave these details through conversation and gauge your interviewer's response. Who knows? A memorable connection may pay off later when deciding which candidate receives a final job offer. Instead of preparing for a tense interrogation, choose to distinguish yourself as that rare candidate who can engage in meaningful dialogue. You'll demonstrate how well you can build profound relationships, revitalize those around you, and most importantly – how authentic and genuine you really are. The savvier you are at initiating and maintaining these types of conversations, the more valuable you'll be to an employer.

Self Evaluation

Use the following checklist to evaluate your performance with Perfect Interview. After completion, contact Career Services to set up an appointment with a career counselor.

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- Did you seem natural and yourself?
- Did you display energy and a positive attitude? Were you sincere and interesting?
- How well did you talk about yourself? Was it in a clear and concise manner?
- Evaluate your non-verbal communication.
 - Posture? (were you rigid or overly relaxed?)
 - Did you fidget?
 - Where were your hands?
- Did you maintain eye contact?
- Would you describe yourself as being alert and attentive?
- Did you answer the questions asked? Did you stick to the subject?
- Were you able to emphasize your strong points?
- Did you portray self-confidence? Or, were you defensive and apologetic for lack of experience?
- How well did you focus on your ability to learn quickly, your communication skills, analytical abilities and other strengths?
- Were you prepared to answer tough and situational questions?
- Could you comfortably discuss any aspect of your resume in depth?
- Did you use action verbs and other “power” words?
- How did you describe your past experience? Did you criticize a former employer, teacher, friend, colleague, or school? Or, were you able to remain positive?
- Did you use technical jargon? Was it phrased in a manner that requires its use in your response? Was it used appropriately?
- Evaluate your grammar. How well did you articulate yourself? Did you stumble when answering the questions? Did you use pauses rather than “uhs”?
- Did you use filter words such as “umm” and “uh” a lot?

Pre interview stage: Self assessment, factors considered in selecting a company, factors in choosing a job for applying certificate arrangement

The Pre-Interview Stage

1. Get Background Information:

Before doing an interview always familiarize yourself with the history of the topic being interviewed about. Hopefully your teacher will provide class time and readings so that you have at least a general background on the topic. Your interview will be much better if you know about the chronology, themes, people, and key issues of the period.

2. Determine who should be interviewed:

Only interviews with people who have First-hand knowledge of an event, such as eyewitnesses or participants, count as primary sources. History professors or other scholars or descendants may be helpful because they provide different perspectives or insights into the event or topic being studied. These are excellent secondary sources, but should not be considered to be oral history. Following are some suggestions from NHD on how to find people to interview.

If their experiences are appropriate for the topic, older family members, neighbors, or family friends could make suitable interviewees.

- For specialized topics, your students could check with special-interest organizations. Local historical societies or museums are often good places to go for referrals; their staffs usually have extensive local connections and a good idea of who would be willing to help. For military-related topics, students could ask the local VFW or American Legion Posts for names of members who might be willing to be interviewed.
- Try asking the reference librarian at the local public library for ideas about who to interview.
- Ask people you meet in the course of doing your research that might be willing to be interviewed.
- Find historians at nearby universities to interview as secondary sources. Many universities have names and phone numbers listed by department on school web pages.

3. Practice Interviewing:

Writing good questions, listening well, and being a flexible interviewer takes practice. Another practice activity would be to divide the class into pairs and ask them to write a brief paper explaining a major turning point in their partner's life. Have them write questions and then interview each other, basing their papers on the interviews. Ask them to list what other sources they might be able to find about this topic (interviews with other people, family letters, diaries, photographs, church or school

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records, newspaper stories, etc.)

Interview Self Assessment

I emphasized my strengths

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

I gave specific, descriptive answers to questions

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

I gave examples to support my statements about myself

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

I allowed myself to control the course of the interview when necessary

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

I appeared to be relaxed

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

I projected confidence that I was the right person for the job

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

My body language contributed to what I was saying

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

I used my voice effectively to contribute to what I was saying

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

I projected a professional image

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

I conveyed enthusiasm about the job

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

The interviewer seemed to think I asked good questions

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

I described the unique contributions I could make to the company

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

I was attuned to what the interviewer needed to know

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

I made the interviewer want to hire me

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

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You now have something to measure your improvement. What things you didn't strongly agree with may need work. What are they? How can you go about working on them? Answer on the back of this paper.

Interviewer Form

Candidates Name: _____

Type of Position: _____

The candidate emphasized his/her strengths

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

The candidate gave specific, descriptive answers to questions

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

The candidate appeared to be relaxed

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

The candidate projected confidence

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

The candidate used effective body language (eye contact, facial expressions, hand movements, etc)

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

The candidate was enthusiastic about the job

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

The candidate asked substantive questions

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

The candidate demonstrated knowledge of the company and position

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

The candidate described the unique contributions he/she could make to the company

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

The candidate made me want to hire him/her.

Strongly agree *agree* *neutral* *disagree* *strongly disagree*

Factors considered in selecting a company

1. The People

No, my number one consideration is not the money—it's the people. Your boss, your team, and the co-workers that will surround you everyday are crucial for your happiness and success at a job. Sure, it's

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hard to judge people after only meeting them briefly, but think about how they treated you during the interview process. Were they friendly? Did they ask personal questions as well as professional ones? Did they call you back in a timely manner?

The answers to these questions may reflect how your co-workers and superiors will treat you as an employee. I recently interviewed with a company who didn't call me back for several weeks after our five-minute speed-interview. When I finally got the return call, we proceeded with a 10-minute interview, and then they made me an offer. Is someone who's ready to hire you after 15 minutes really considering how well you'll fit into the team? Probably not.

2. The Environment

Weigh the pros and cons of working for a corporation, an agency, a non-profit, or a startup. They're very, very different environments, and it's important to decide which you'd thrive in. If you're more of an individual worker who likes structure and competition, the corporate path may be for you. If you want a fast-paced environment that's new every day, an agency or startup may be a good choice.

The physical location is also important to consider. A long commute or lack of lunch options may pull down your everyday attitude. Nothing is worse than going to a miserable work environment every morning—and even worse, taking that unhappiness home with you, too.

3. The Benefits

Having a great benefits package is important for more than the obvious reasons. If a company offers its employees perks like health, dental, retirement, and flexible spending plans, it can mean they're competitive and doing well financially. If a place doesn't offer benefits package, it might just be because they're small, but it could also imply that they're struggling as a company.

Even if benefits aren't overly important to you, working for a company without them is something to carefully consider. Been there, done that, and in my experience, it didn't point to company success.

4. The Stability

A lot of organizations are able to impress with their past work or current profits, but take some time to do research on the company's recent success and hiring activities. Has it been operating steadily during this crazy economic climate? If so, you're likely looking at a pretty stable job. If not, be careful: you could be walking into a hazardous environment and a job that could within a year.

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5. The Money

When looking at a job offer, or comparing two, often the most tempting thing to do is to go for the money, but that's not necessarily the right approach. Take it from me—I've taken a job for the money and hated it, and taken a massive pay cut to work somewhere I love. I've learned that salary is only a small part of my happiness at work.

Consider what salary you could live with, as well as the amount that would make a job offer irresistible, and keep those numbers in mind (and of course, negotiate!). Think more about potential of the whole package and less about the numbers on your monthly paycheck.

6. Your Gut

Finally, after you've weighed the important factors, take time to listen to what your gut is telling you. People often say when they're buying a house, "when you walk into the one, you'll feel it." Same advice here: if you walk out of an interview and everything feels right (or wrong), pay attention to that feeling.

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Unit 3

Preparing for Interview – dress code, need for punctuality, avoiding tensions and nervousness. Quality observed

Preparation for the interview

1. Know yourself.
2. Know the company.
3. Prepare for the questions.
4. Prepare the questions that you would like to ask.
5. Dress appropriately.
6. Take all yours certificates will you.
7. Arrive for the interview in time.

How to prepare for a job interview

1. *Conduct basic interview research*

To prepare for an interview, find out as much as you can beforehand. Call the person who scheduled your interview and ask:

- Who will you be talking to? Will you meet the manager you'd work for, or will you just talk to HR? What are the interviewer's expectations?
- What's the dress code? Dress better than suggested. Most times, it's best to wear a professional suit. You'd be amazed how many candidates show up looking like they're going to class, not presenting a professional demeanor.
- Get directions to the office. Plan to leave early. Keep a phone number to call if you get stuck on the bus or in traffic. If you arrive late and stressed, the interview will not go well.
- If you don't have a detailed job description, ask for one.

That's a five-minute phone call.

2. *Learn about the company online*

Do some fast research, which will give you something to talk about in addition to the job description. Go to the employer's website, use kununu for current employee reviews, or Google information such as:

- How big is the company in terms of annual sales or employees?
- What does the company say about its products or services?
- What recent news (such as a new product, a press release, an interview with the CEO) can you discuss?
- If the company is public, the boilerplate at the bottom of its press releases will tell you a lot.

Basic research should take you about an hour.

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3. *Think of some stories*

Be ready to answer typical interview questions with a story about yourself. To prepare, write down and memorize three achievement stories. Talk about times you've really felt proud of an achievement at work or school.

These stories demonstrate all those hard-to-measure qualities like judgment, initiative, teamwork or leadership. Wherever possible, quantify what you've done, e.g., "increased sales by 20%," "cut customer call waiting time in half," "streamlined delivery so that most customers had their job done in two days."

By the way, non-work achievement stories are good too; for the local food pantry, write down a time you overcame a big challenge or a crisis there. Achievement stories make you memorable, which is what you want.

Take the time you need—at least three hours on this task.

4. Pick your outfit, and go to bed early

Lay out your interview outfit the night before, get a good night's rest, and always get an early start. The last thing you want is to waste all of your interview preparation by because you couldn't find a parking space.

Dress Code

Before you say a single word to the interviewer, you have already made an impression based on how you're dressed. The guidelines given here are commonly accepted as appropriate for interviewing. Every company has a different dress code; how you dress at the job may have very little to do with how you dress for an interview.

Men

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Dress in a manner that is professionally appropriate to the position for which you are applying. In almost all cases, this means wearing a suit. It is rarely appropriate to “dress down” for an interview, regardless of company dress code policy. When in doubt, go conservative.

You should wear a suit to interviews. “Suit” means the works: a matching jacket and pants, dress shirt, tie, coordinating socks and dress shoes. A dark-colored suit with light colored shirt is your best option.

Your suit should be comfortable and fit you well so that you look and act your best. There is a difference between not yet feeling at ease in a suit and trying to fit into the same suit you wore to your sister’s wedding when you were 15. (In the latter case, it’s time to invest in a new suit!)

Avoid loud colors and flashy ties.

Clothing should be neat, clean, and pressed. If you don’t have an iron, either buy one or be prepared to visit the dry-cleaner’s often. Shower or bathe the morning of the interview. Wear deodorant. Don’t wear cologne or aftershave. You don’t want to smell overpowering or worse, cause an allergic reaction.

Make sure you have fresh breath. Brush your teeth before you leave for the interview, and don’t eat before the interview. Don’t smoke right before an interview.

Your hair should be neat, clean, and conservative.

Women

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Generally, you should wear a suit with a skirt or pants. When in doubt, be more conservative.

Your suit should be comfortable and fit you well; if your waistband is cutting you in half or your jacket is too tight, you won't look or act your best. Some stores offer free alterations when you purchase a suit, or you may want to find a tailor to adjust a suit you already own.

Interview suits should be simple and dark in color. Anything tight, bright, short, or sheer should absolutely be avoided. (Interviewers have been known to complain about the length of interviewees' skirts; if you have any doubts, it's probably too short.) Knee-length skirts are suggested. Very long skirts, while modest, are also considered too trendy for an interview.

Wear a conservative blouse with your suit. Do not wear bright colors, animal prints, or anything lacy, sheer, or low-cut.

Make-up and nail polish should be understated and flattering; shades that are neutral to your skin tone are generally advisable. Avoid bright or unusual colors or very long nails.

Keep your jewelry and hair accessories to a minimum, and stick to those that are not flashy, distracting, or shiny. One ring per hand is best.

Shoes should be conservative and fairly low-heeled. They should be in reasonably good condition, not scuffed or run-down at the heels. Don't wear shoes with an open toe or back; any shoes you would wear on a date or to a club are probably inappropriate. A basic pump is flattering, versatile, and will stay in style forever (once you own pumps, you can spend the rest of your money on fun shoes). The salesperson in the shoe store can steer you in the right direction.

Your hose should be neutral (matched to your skin tone). Make sure the heels are not dyed black from your shoes and that there are no snags or runs. Only use the nail polish trick in an emergency; you may want to carry an extra pair of hose with you instead.

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Dress in a manner that is professionally appropriate to the position for which you are applying. In almost all cases, this means wearing a suit. It is rarely appropriate to “dress down” for an interview, regardless of company dress code policy. When in doubt, go conservative (is this starting to sound familiar?).

Your clothing should always be neat, clean, and pressed. If you don't have an iron, either buy one or be prepared to visit the dry-cleaner's often.

Shower or bathe the morning of the interview. Wear deodorant. Don't wear perfume: you don't want to smell overpowering or worse, cause an allergic reaction.

Make sure you have fresh breath. Brush your teeth before you leave for the interview, and don't eat or smoke before the interview.

Your hair should be neat, clean, and conservatively styled. Banana clips, brightly-colored scrunchies or elastics, and cheerleader-type ponytails look out of place with a suit. You may want to wear your hair in an updo, pull it back into a low ponytail, or wear a barrette (this suggestion does not include the tiny little barrettes that only hold the front of your bangs back). The idea is to look polished and professional, not to advertise what a creative genius your hairdresser is.

Punctuality at the Job Interview

Show up late for a job interview, and you tell employers a lot about your personality and work ethic. Being late for your scheduled interview can be an indication that you don't pay attention to important details. It proves that you do not value others' time. A lack of punctuality smacks of disrespect. That's the last impression you want to leave interviewers with. Plan to arrive on the scene about 10-15 minutes before the interview. When you walk in, let whomever greets you know that you are a few minutes early. Arriving a tad early and acknowledging that you are early is a great way to stand out to employers for the right reasons.

Control Tension and Nervous

1. Positive Self-Talk *I'm prepared. I can do this. Stay calm and relaxed. This job is mine. I can ace this interview in my sleep.* Repeat phrases like these in your head or out loud and you'll start feeling more confident, Walker says.

2. Breathe Slowly 10 Times You need about 10 slow, deep breaths to calm nervousness, according to Walker. “To be effective, the deep breather should focus on taking the breath in through the nose (until they can't take in anymore air) and out through the mouth 10 times being careful not to hyperventilate.”

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3. **Release Muscle Tension** Walker also suggests a classic progressive muscle relaxation technique. The way it works is you focus entirely on relaxing every part of your body “and not moving to the next body part until the first feels relaxed,” Walker says. Relax your toes first, working upward to the top of your head.
4. **Visualize Success** Joyce Marter, founder and psychotherapist at Urban Balance, stresses the power of self-fulfilling prophecy. “If you don’t believe you will get the job, you won’t,” Marter says, because your negative thinking will deflate your performance. Instead, picture yourself knocking your interview out of the park – and you’ll increase your chances of making it happen.
5. **Release by Writing** Writing your thoughts and fears can be extremely cathartic. Write down exactly how you’re feeling. You’ll get a sense of clarity about the situation. Then, crumble up the paper and throw it away—it’ll help you let those feelings go!
6. **Take a Leisurely Walk** Exercise releases endorphins, which is great to de-stress. Note: This is no time to produce beads of sweat by pacing back and forth or full-on running on the treadmill. Instead, take a casual walk to avoid sitting tensely in one place.
7. **Eat Light and Hydrate** The last thing you want is to emit strange sounds during your interview! Make sure you eat lightly to avoid stomach growls and indigestion. You can’t go wrong with a fresh salad! Water is a must to rejuvenate your body—bring a bottle with you into the interview because your nervousness might cause dry mouth.
8. **Avoid Coffee** Coffee is actually a source of jitters—so it’s best to avoid at all costs! Now we know a lot of us are dependent on coffee to perk us up.
9. **Chew Gum** Studies show that chewing gum helps relieve anxiety and makes you more alert! Disclaimer: **DO NOT** chew gum *during* the interview—it makes for a terrible first-impression. But maybe chew on a stick on your drive there.
10. **Smile** It’s fairly simple: smiling signals your body to ease up. “If you can slow your breathing down and change your expression, you may be able to turn around the stress cascade,” Mark Stibich, PhD, consultant at Columbia University tells *LiveStrong* in their article “[Health](#)

Qualities observed during the Interview

1. Communication

A study by the research and a consulting firm Millennial Branding showed that 98 percent of employers say effective communication skills are essential for their job candidates. By the time you have gotten to the interview, you already will have a handle on some of the candidate's communication skills. For instance, you probably will have corresponded by e-mail, viewed the candidate's social media pages

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and possibly spoken by phone or by Skype. Be aware of how much attention to detail the candidate revealed in these different forms of communication.

Now that you will be meeting face to face, it's time to ask some open-ended questions in order to gain a greater understanding of how this person will communicate with others on the job. Open-ended questions are a good way to evaluate communication skills. You could begin with a broad ice-breaker question such as: Tell me about yourself or tell me why you feel you are a good candidate for this job.

As your candidate responds, look for important communication qualities such as eye contact and an open body posture that includes unfolded arms and legs and a forward leading position. Next you can do more to assess communication skills by asking the candidate: Describe a time you had a problem with a supervisor and what you did to resolve it.

Here you are looking to see that the candidate values good communication. If he did nothing to resolve the problem, for example, that can be an indication of poor communication skills. Remember you are not evaluating the candidate based upon that problem -- in fact, it can even be an issue he or she had during a part-time job as a student - but are looking at ways the candidate has used soft skills to resolve the issue.

2. Positive attitude

According to leadership coach Mark Murphy, author of the book *Hiring for Attitude*, many employers miss clues during the interview that a job candidate will eventually fail as an employee. Referring to a study his company did that tracked 20,000 newly-hired employees in the United States, Canada, Europe and Asia that found that 46 percent of them had been fired or had received poor performance reviews over the past three years, Murphy contends that most new employees don't fail because of lack of skill. Rather, he says they fail because their personalities and their attitudes are not a good match for the organization.

A positive attitude is a quality closely linked with business professionalism. Even if you are hiring for an entry-level job or a volunteer position, you want someone who is upbeat and excited about working

with your organization. When a candidate is enthusiastic about the job, it carries over into the workplace and into job performance.

Ask : How does this position fit into your career plan? The candidate's response will reveal what he knows about the company and your company culture and whether he sees a position with your company as a stepping stone or as a meaningful career.

3. Cooperation/Teamwork

How a candidate will fit in with the rest of your team is a huge consideration when making a hiring decision. Of course, there will be times when the candidate will work independently, but you will want to make sure that she can work well with your team on projects when necessary as well.

One way to ascertain this skill is by asking "Tell me about a time when you completed a group project at your previous position." Ask follow-up questions if necessary about the size of the group, the responsibilities your candidate had and the scope of the project. Also ask if the project was successful and why or why not?

Another way to gauge how well a candidate works with others is by asking: "When do you enjoy working in a group setting and when do you prefer to handle a project independently?"

4. Goal-Oriented

A strong employee is someone who sees this new position as a challenge. You will get the best job performance from an individual who sees the new job as a fulfillment of a goal rather than as just as the means to a paycheck or as another listing on a resume.

Find out how goal-oriented your candidates are by asking them a few simple questions such as:

- How do you measure your own success?
- Describe your short-term or long-term career goals.
- Tell me how your last job fit or did not fit into this plan.

- How will this job meet your career goals?

Another way to get a look at a candidate's career goals is to ask "Where do you see yourself in five years? The response you get to this question will not only reveal if the candidate expects to stay with your organization but will show how much he or she already knows about your company.

5. Flexibility

Flexibility is the valuable ability to adapt to different circumstances and different people and to handle unforeseen events with a sense of calm and grace. Companies that have been able to survive and even thrive during the last economic downturn have done so because of flexibility. They may have trimmed one aspect of their business while beefing up another, for example. In today's global economy, competition is fierce, and customers can leave you for your competitor's product or service with only the click of a mouse. As a result, flexibility is more critical than ever.

To determine how set in his ways your candidate is, ask him to describe a situation in which he had to adjust to changes over which he had no control.

6. Dependability

Hiring a reliable employee is the goal of every interviewer. You want to find a candidate who will show up on time and give his all to every project. You want to find someone who complies with your company rules and procedures and is trustworthy with company resources.

Trustworthiness is such an important soft skill, yet it is difficult to measure in an interview. What you are looking for from the candidate is how he has demonstrated dependability with prior performance.

An opening question related to dependability could be: How would you describe your work ethic?

Follow that question up by asking the candidate to discuss a situation in which she had to go beyond the normal call of duty to get a job done. Ask for clarification on the candidate's job responsibilities when this incident occurred if necessary.

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Keep in mind that there are no right or wrong answers to dependability questions. You are simply trying to gauge how candidates reacted in certain previous situations to help you determine how they will handle your workplace environment. Don't worry about fabricated scenarios. With clear, direct follow-up questions, you should be able to expose these as made-up examples.

7. Integrity

Hand-in-hand with dependability comes integrity. Despite what you may read in trendy headlines, companies want to hire people who conduct business ethically. The best employees are ones who are honest and upfront in all aspects of their employment. Apart from diligently checking the candidate's references, how can you assess your applicant's integrity? Here are some suggested interview questions:

- Tell me about a time when your integrity was challenged at work. How did you handle it?
- What would you do if an employer or a colleague asked you to do something unethical?
- Have you ever experienced a job setback or loss because you did what you felt was right?
- Are there any work situations when honesty could be inappropriate?

8. Creativity

The phrases "thinking out of the box" or "drawing outside the lines" have been used to the point of being meaningless cliches, but being able to think creatively is indeed a highly-valued soft skill in today's job market.

Managers are looking for versatile team members who can apply their skills to a variety of different situations and can solve unexpected problems that come up with ease and confidence. Here's an idea for a question to determine your candidate's creativity:

Approach the topic by commenting that your organization continually strives to do more - sometimes with less. Then ask the candidate to discuss a time he or she helped a recent project or become faster, smarter, more efficient or less expensive.

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Strong job candidates will be excited with this question and eager to share their creative ideas. Another idea is to ask the candidates to share a time they had to solve a tough problem at work. Ask for as much detail as possible, including the deadlines and the budget for the project.

9. Organization

No matter what service or product your organization offers, a desirable job candidate is one who exhibits strong organizational skills and is excellent at time management. Although our culture has revered the concept of multi-tasking, current research is revealing that doing many tasks at once does not mean doing them well.

For example, a 2005 research study conducted by the Institute of Psychiatry at the University of London found that workers distracted by e-mails and phone calls suffer a fall in IQ more than twice that found in marijuana smokers. When you try to accomplish two dissimilar tasks, such as writing an email and listening to a presentation, your brain cannot process both and encode them fully into your short-term memory.

When information doesn't make it into the short-term memory, the brain cannot transfer into long-term memory for later recall.

Another study by researchers at the University of California at Irvine found that office workers took an average of 25 minutes to recover from interruptions such as taking phone calls or answering e-mails and then returning to their original task. A 2007 article in The New York estimated that extreme multitasking costs the American economy about \$650 billion each year in lost time and productivity.

Here are some interview questions to help you gauge a job candidate's organizational skills:

- Before you begin a new project, what steps do you take to get organized?
- How do you prioritize your tasks in an average workday?
- What steps have you taken (or would you take) when a project appears it will not make its deadline?

10. Intelligence

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When you think of intelligence, what comes to mind? High SAT or IQ scores? Someone who is well-read? Someone who can speak several languages?

Broadly-speaking, intelligence is the ability to acquire and apply knowledge and skills. Another more flexible definition is: "Intelligence is what you do when you don't know what to do." Howard Gardner maintained that intelligence has seven basic components: bodily-kinesthetic, spatial, logical-mathematical, musical, linguistic, interpersonal and intrapersonal. **Emotional intelligence** -- the person's ability to function within social or group settings -- is one of the most desired skills to look for in a job candidate. This will determine how well the person interfaces with you, your team, and your customers.

When you are faced with a stack of resumes from many qualified candidates for your position, how can you determine who has the intelligence for the job? That intelligence - that indefinable ability to make sense out of a complicated project, to figure out the next step when a project has gone haywire or to calm down an irritated customer -- is invaluable. An intelligent employee has the confidence to think on her feet. She doesn't get bored because she is always coming up with new ideas, and she has the ability to handle complicated situations whenever the need arises. An intelligent employee is innovative and adaptable to different surroundings.

Here are some questions to help you tell if a job candidate has the level of thinking you need for your company and is not just proficient at a certain job skill.

- From everything you know about this company, share how you will be able to make a contribution.
- What motivates you in your work?
- What frustrates you in your work?
- How will you continue to learn and grow in this position?

Be sure to leave time at the end of your interview to ask your job candidate if he or she has any questions for you. Surprisingly according to monster.com, the most common answer to this question is "no." Another common uninspired response is "When will I hear from you about your decision?"

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A strong candidate will have questions that reveal that he or she has been listening carefully to what you say or don't say in the interview. This is the point in the interview when you can have a real conversation with the candidate. Listen for bold questions such as "Now that we have met and had a chance to talk, is there anything you see that would keep me from qualifying for this position?" or "What do *you* like about working here and what do *you* dislike about working here?" If your organization has recently made some changes or some headlines, a good candidate will ask about those changes.

A candidate who is bold enough to turn the tables -- in a pleasant way -- is someone worth noticing.

A few final thoughts: Take notes during the interview. First of all, especially if you are interviewing many candidates, your memory can fail you, and notes will help you keep your thoughts straight. When an interviewer takes notes, it also conveys a sense of professionalism and thoroughness about the whole process.

In addition, flexibility is not just for the candidate but for the interviewer as well. If a candidate gives you some unclear or incomplete responses - or just plain interesting ones - ask appropriate follow-up questions to clarify whatever you do not understand. While it is great to have your questions prepared in advance, it can be important to deviate from the script if you find it will help you know more about a potential employee.

After the interview is over, here are a few more tips. Check with your staff to see how the candidates behaved while they were waiting. How did they treat the receptionist? Did they engage with any other employees and, if so, how did that go? You are looking for any disconnect between the personas they revealed to you and the way they really are.

And, finally, do take the time to check the candidate's references - both the ones he gave you and the others he may not have given you. Ask detailed questions about job performance and work ethic and, if necessary, why the former employee left the position.

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Are you still on the fence? Conduct another interview. For this meeting, you can ask other members of your team to be present. Make sure that you include key people who will impact the hiring decision and give them enough information so that they are clear about their role in the interview if they are to have one.

Whether it is first or second meeting, end the interview by being clear with the candidate about what to expect next. Let them know a timetable for your decision and keep to that timetable.

In her book, *Interviewing by Example: Finding the Right Piece of the Puzzle*, Janis P. Whitaker says an interviewer's job is to be sure that the new employee "fits into the entire picture of your organization."

"You need to look carefully at the entire picture, see what is missing (what skills and knowledge are missing)," she continues, "and search to find someone who has those attributes to fill the gap."

That right "fit" is a person who possesses the unique combination of hard and soft skills to get the job done in a way that will benefit all of you.

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Unit 4

How to answer questions – Commonly asked questions. Need for preparation. Post interview behavior

How to answer questions

1. Be Confident while answering
2. Be relaxed after each questions from interviewer
3. No hurries response, only relevant answers;
4. No irritating display of knowledge.
5. Admitting ignorance if answer not know;
6. No stubbornness; positive approach
7. Frank personal information, particularly about the previous job;
8. Seeking information about the job.

Commonly asked questions in interview

1. Tell me a little about yourself
2. What are your biggest weaknesses
3. What are your biggest strengths
4. Where do you see yourself in five years
5. Why should we hire you
6. How did you learn about the opening
7. Why do you want *this* job
8. What do you consider to be your biggest professional achievement
9. Tell me about the last time a co-worker got angry with you. What happened
10. Why do you want to leave your current job
11. What kind of work environment do you like best

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12. Tell me about the toughest decision you had to make in the last six months
13. What is your leadership style
14. Tell me how you think other people would describe you
15. What can we expect from you in your first three months
16. What do you like to do outside of work
17. What was your salary in your last job
18. What questions do you have for me
19. What do you plan to do if...?

Need for Preparation

1. Research the organization.

This will help you answer questions — and stand out from less-prepared candidates.

- **Seek background information.**
 - Use tools like Vault, Career Search or The Riley Guide for an overview of the organization and its industry profile.
 - Visit the organization's website to ensure that you understand the breadth of what they do.
 - Review the organization's background and mission statement.
 - Assess their products, services and client-base.
 - Read recent press releases for insight on projected growth and stability.
- **Get perspective.** Review trade or business publications. Seek perspective and a glimpse into their industry standing.
- **Develop a question list.** Prepare to ask about the organization or position based on your research.

2. Compare your skills and qualifications to the job requirements.

- **Analyze the job description.** Outline the knowledge, skills and abilities required.
- **Examine the hierarchy.** Determine where the position fits within the organization.
- **Look side-by-side.** Compare what the employer is seeking to your qualifications.

3. Prepare responses.

Most interviews involve a combination of resume-based, behavioral and case questions. We encourage you to meet with us to practice telling your story in the best possible way.

4. Plan what to wear.

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- **Go neutral.** Conservative business attire, such as a neutral-colored suit and professional shoes, is best.
- **Err formal.** If instructed to dress “business casual,” use good judgment.
- **Plug in that iron.** Make sure your clothes are neat and wrinkle-free.
- **Dress to impress.** Be sure that your overall appearance is neat and clean.

5. Plan what to bring.

- Extra copies of your resume on quality paper
- A notepad or professional binder and pen
- A list of references
- Information you might need to complete an application
- A portfolio with samples of your work, if relevant

6. Pay attention to non-verbal communication.

- **Be mindful.** Nonverbal communication speaks volumes.
- **Start ahead.** Remember that waiting room behaviors may be reported.
- **Project confidence.** Smile, establish eye contact and use a firm handshake.
- **Posture counts.** Sit up straight yet comfortably. Be aware of nervous gestures such as foot-tapping.
- **Be attentive.** Don't stare, but maintain good eye contact, while addressing all aspects of an interviewer's questions.
- **Respect their space.** Do not place anything on their desk.
- **Manage reactions.** Facial expressions provide clues to your feelings. Manage how you react, and project a positive image.

7. Follow up.

Many interviews end with “Do you have any questions?”

- **Bring a list.** You may say, “In preparing for today's meeting, I took some time to jot down a few questions. Please allow me to review my notes.”
- **Be strategic.** Cover information not discussed or clarify a previous topic — do not ask for information that can be found on the organization’s website.
 - In your opinion, what makes this organization a great place to work?
 - What do you consider the most important criteria for success in this job?
 - Tell me about the organization’s culture.
 - How will my performance be evaluated?
 - What are the opportunities for advancement?
 - What are the next steps in the hiring process?

Post Interview Behavior

Ask Questions

Asking questions at the end always helps you to stand out among all the candidates. Put forward a couple of questions regarding the job or the company. This helps you to present yourself as an interested and genuine candidate. Do not hesitate to ask questions.

Send a Thank You Note

It is very important that you appreciate the recruiter's time with a thank you. Sending an email to the hiring manager post interview is also regarded as a suitable gesture by the recruiters these days. This shows your desire and dedication for the position you have applied for.

Keeping all the above in mind, you are now a step ahead to acing your interview. Though these things seem to be minor, it has a large significance in your success. Remember that you are being judged from various aspects and be conscious of your every single activity.

Greet and Smile

Just before leaving the interview room Greet the interviewer like how you did while entering the room with the smile.

Handshake

Give the Interviewer a firm handshake which reflects a good sign on your part

Follow up

After a day or two start following the interviewer which shows that you are very eager to join the company.

Attitude formation – Reasons for negative attitude, components, functions and developing positive mental attitude

Formation - Negative attitude

Flip or Over-Confident Attitude

Presenting yourself in a confident manner is good. Coming across as a know-it-all who considers himself better than everyone else is bad. Don't exaggerate your skills or performance abilities and don't outline achievements in a boastful manner. You can set yourself apart as a highly qualified and talented candidate without resorting to bragging or coming across as an overly-aggressive person who will be hard to manage or work with.

Hostility

Even if you previously worked for the most abusive boss in the industry, avoid talking poorly about him or other colleagues during your interview. Don't complain about past working conditions or low salaries, and never malign a company or its products and services. If you had a bad work experience and you're asked why you left the job, simply explain that you decided to explore new opportunities. Chances are, if you're coming from a position in a similar industry and you were employed with a problem company, your interviewer knows about the poor working conditions. You'll be respected for holding your tongue and not putting down your old boss.

Electronics Use

Turn off your cell phone before you even walk into the interview setting. Never check your e-mail or text messages during an interview. This rule applies to all electronic devices, including laptops and tablets. If you forget to turn your phone off and it rings during the interview, apologize and silence it or let it go to voicemail. Never pick it up and begin a conversation.

Vulgar Language

Don't use slang or poor grammar during an interview and never use foul language. Try to avoid words and expressions such as, "yeah," "ya know" and too many "um's." the way you present yourself verbally says a lot about how you will interact with clients and customers, so speak clearly and authoritatively with professionalism and respect.

Inappropriate Discussion Topics

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Don't initiate or get drawn in to inappropriate discussion topics. If the interviewer asks you what you like to do for fun, there's no need to tell him you like to go to bars and get into fights, even if it is the truth. You should also avoid topics of an overly personal nature. There's no reason to talk about subjects other than those related to the job, the company, your work history and your educational credentials.

Functions of attitude

Attitudes serve four major functions for the individual:

- (1) The Adjustments Function
- (2) The Ego Defensive Function
- (3) The Value Expressive Function
- (4) The Knowledge Function

Ultimately these functions serve people's need to protect and enhance the image they hold of themselves.

Adjustment Function

The adjustment function directs people toward pleasurable or rewarding objects and away from unpleasant, undesirable ones. It serves the utilitarian concept of maximizing reward and minimizing punishment. Thus, the attitudes of consumers depend to a large degree on their perceptions of what is needed satisfying and what is punishing. Because consumers perceive products, services and stores as providing need satisfying or unsatisfying experiences we should expect their attitudes toward these object to vary in relation to the experiences that have occurred.

Ego Defensive Function

Attitudes formed to protect the ego or self image from threats help fulfill the ego defensive function. Actually many outward expressions of such attitudes reflect the opposite of what the person perceives him to be. For example a consumer who has made a poor purchase decision or a poor investment may staunchly defend the decision as being correct at the time or as being the result of poor advice from another person. Such ego defensive attitude helps us to protect our self image and often we are unaware of them.

Value expression function

Whereas ego defensive attitudes are formed to protect a person's self image, value expressive attitudes enable the expression of the person's centrally held values. Therefore consumers adopt certain attitudes in an effort to translate their values into something more tangible and easily expressed. Thus, a conservative person might develop an unfavorable attitude toward bright clothing and instead be attracted toward dark, pin striped suits.

Marketers should develop an understanding of what values consumers wish to express about themselves

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and they should design products and promotional campaigns to allow these self expressions. Not all products lend themselves to this form of market segmentation however. Those with the greatest potential for value expressive segmentation are ones with high social visibility. Cross pens, Saks Fifth Avenue clothes. Ferrari automobiles and Bang & Children stereo systems are examples.

Knowledge function

Humans have a need for a structured and orderly world, and therefore they seek consistency stability definition and understanding. Out of this need develops attitudes toward acquiring knowledge. In addition, the need to know tends to be specific. Therefore an individual who does not play golf, nor wish to learn the sport is unlikely to seek knowledge or an understanding of the game. This will influence the amount of information search devoted to this topic. Thus, out of our need to know come attitudes about what we believe we need or do not need to understand.

In addition attitudes enable consumers to simplify the complexity of the real world. That is, as was pointed out in the chapter information processing, the real world is too complex for us to cope with so we develop mechanisms to simplify situations. We saw that this involves sensory thresholds and selective attention and it also involves attitudes. Attitudes allow us to categorize or group objects as a way of knowing about them. Thus, when a new object is experienced we attempt to categorize it into a group which we know something about. In this way the object can share the reactions we have for other objects in the same category. This is efficient because we do not have to spend much effort reacting to each new object as a completely unique situation. Consequently we often find consumers reacting in similar ways to ads for going out of business sales limited time offers American made goods etc. Of course there is some risk of error in not looking at the unique aspects or new information about objects but for better or worse, our attitudes have influenced how we feel and react to new examples of these situations.

Developing Positive Attitude

Turn up to your interviewer with the attitude that you're going to win them over, and don't forget about these important tips.

- Keep your head up – good posture and eye contact are a must.
- Never badmouth your previous employer.
- Ask questions about the work and show you know about the company and are interested in it.
- Give examples of when you did something extra to get the work done
- Never ask for the salary until the interviewer opens up about the salary
- Show a can-do attitude even though if something is new to learn
- Stay focused on the interviewer and understand what he/she is saying