

Lesson 10

Recruitment and Selection

a) Recruitment: Meaning, Sources

b) Selection: Meaning, Process of Selection

Recruitment and Selection

- Meaning and Sources of Recruitment
- Process of Selection

OBJECTIVES

After studying this lesson, you would be able to understand-

- Meaning and Sources of Recruitment
- Process of Selection
- Types of Interview

RECRUITMENT & SELECTION

The main responsibility of sales Executives is to field sufficient number of right kind of sales personnel necessary for servicing the company's customers and prospects. In discharging this responsibility sales executives must implement personnel selling strategy in terms of both the kind and number of sales personnel, the company decide to employ. The sales executives must recruit the required number of sales personnel initially and replace those who have lost their job thereafter. Thus recruitment of sales personnel is a continuous process and keeping the right number of sales personnel is a continual concern of sales executives.

Sources of Recruitment

In general sources of sales manpower supply can be classified into two broad categories:-

- (1) Internal and (2) External

Internal sources imply sources within the organization and external sources refer to the sources out side the organization.

(1) Internal Source of Recruitment

(i) Promotions

As a policy matter, firms employ sales personnel from within the organization by promoting the personnel from lower to higher position. Thus it sets up a chain of promotions. It promotes healthy atmosphere in the organization and lower the cost of training.

(ii) Company's sales Personnel

While recruiting sales personnel the company should not overlook the own employees. They may be asked to name some persons to be recruited as sales persons.

(iii) Company Executives

Recommendations of the sales executives and non sales executives may also be considered as a source of recruits. Their personal contacts may yield top caliber people because of their understanding of needed qualifications.

(iv) Internal Transfer

Employees of company's other departments and non selling sections of the sales department may also be considered for the career in sales departments such person's are interested in starting a career in sales department. They have aptitude for selling and knowledge about company's products & policies. So transfer of such employees to sales department provides good sources of recruits.

(2) External Sources of Recruitment

(i) Former Employees

Former sales people who had over marked with the company and were laid off or left the organization for any reason what so ever and now eager to return, may be considered for recruitment.

(ii) Direct Application

Good companies very frequently receive some application for sales position. Whenever the company wants to hire sales personnel without any delay, it can examine such application and select those candidates who have sales aptitude.

(iii) Employment Agencies

Employment exchanges in India enlist unemployed candidates for various jobs. These exchanges are managed and operated by the central and state Government in India.

(iv) Sales Force of Other Companies

Sales force of non-competitive and competitive business may be considered as an attractive source of recruitment. Such people already have selling experience. Sales personnel of competitive business require minimum initial training but they are costly.

(v) Professional Bodies

Technical, trade and professional sales organization usually maintain employment listing for members. They also publish and distribute list of job opportunities. A sales manager may contact the executive director of such associations for information.

(vi) Educational Institutions

Educational institutions like schools, colleges, universities etc. provide a good source of recruitment. Outgoing students passing the requisite qualifications and aptitude in sales positions may be chosen.

(vii) Advertisements

Advertisement in newspapers, professional news letters and trade journals is now an extremely popular source of recruitment. All particulars regarding the job and the qualifications of prospective candidates are given in the advertisement.

Selection Process

The following are the most common steps generally involved in the selection process in large scale concerns in India and abroad:-

1. Pre interview screening or preliminary interview
2. Formal Application Form
3. Interviews
4. Psychological Tests
5. Reference Check
6. Medical Examinations
7. Final Selection

1. Pre Interview Screening or Preliminary Interview

It is the first step in the selection process mainly in western countries. It is initial screening before the first formal interview just to eliminate obviously unqualified and undesirable applicants. Thus saving time both of interviews and applicants. The interview should be quite brief just to have a basic idea of applicant's personal biodata including their experience, training etc.

2. Formal Application Form

The next important step in the selection process is the formal application form. In western countries, this form is filled out after a preliminary interview but in India this is the first step. This application form serves as the most relevant record for all information collected during the selection process. The application form may be filled out by the applicant personally or by an interviewer who records applicant's responses.

The complete application form show as a record of the following types of information:-

- (a) Identifying Information: Family back ground, date and place of birth, sex, age, height, citizenship, marital status.
- (b) Information Regarding Education: Academic Career, subject taken, certificate (School Level & Degree level) grade, division etc.

- (c) Information Regarding Experience: Details of post job, nature of work, job responsibility, and designation held, salaries, allowances, reason for leaving the post services etc.
- (d) Expected Salaries and Wages: And other benefits.
- (e) Information Regarding Community Activities: Extra – curricular activities, hobbies, etc.
- (f) Other Information: Reference etc.

On the basis of information contained in the application form, a systematic list may be prepared dividing the applicants into three categories i.e. Good, Average and poor

(3) Interview

This is the most widely used technique in the selection process from applicant's view; it is the most complex and difficult part of the selection process. An interview is a conversation between two persons with a purpose. The main function of the interview is to exchange information. The purpose of interview is to determine the suitability of the applicant for the job.

The interviewer should verify the information supplied by the interviewee in the application form. The candidate should also be given a chance to ask questions about the history of the concern, future prospects, salary offered and the nature of job etc.

Types of Interview

(a) Patterned Interview

Here the interviewer prepares a list of questions to be asked in advance on the basis of an analysis of job specifications. Such a list helps an untrained interviewer. The main purpose of this type of interview is fact finding and not awarding a judgment.

(b) Non-directive Interview

This type of interview is mainly unplanned and the interviewer has no standard questions and answers under this system, interviewer asks some direct questions of general nature and interviewee is allowed to speak freely about himself. The main

purpose of this type of interview is to find out the feelings desires and the problems of the candidate.

(c) Stress Interview

This type of interview puts strain purposely on the candidate, which he would meet in actual selling situations and provides a way to observe the applicants reactions to them.

(d) Rating Scales

Under this system rating scales are constructed and such ratings are channeled into a limited choice of responses. For example- in evaluating applicants general appearance an interviewer will have to choose one of the fine descriptive scales. Like – very neat, nicely dressed, presentable, untidy etc.

(4) Psychological Tests

Psychological test is yet another technique of selecting salesman. Psychological testing is an attempt to measures a person's psychological behaviour. This technique is considered to be superior to the traditional interview procedure. These tests may be classified as falling.

(a) Intelligence Tests

Intelligence is defined as a general trait a capacity for comprehension and reasoning. These tests determine whether an applicant has sufficient mental ability to become a sales person. In this type of tests, general questions pertaining to reasoning common sense arithmetic, vocabulary etc. asked.

(b) Sales Aptitude Tests

Aptitude tests measure the potentialities and talent abilities of a person to a job. These tests are designed to measure whether an individual has the capacity and interest and desire and ability to learn a given task, if proper training facilities are provide.

(c) Interest Tests

A person may have an aptitude but no interest in selling. Interest tests are designed to know whether a person has an interest in selecting salesmanship as a career. If a person has an interest in selling may be able to overcome a lack of natural ability.

(d) Personality Tests

The importance of personality tests can not be denied in selection process. It may be possible that a person possess the intelligence, aptitude interest and experience in the field but fails in getting and motivating other persons. Personality refers to those traits of the individual or those aspects of his behaviour which influence other (motivate other etc.)

(5) Reference Check

Generally, employers provide a column in the application form for reference. The candidate provides reference of his or her friends, relatives or former employer(s) who may provide information about the applicant. If the applicant crosses all the above hurdles the employer checks such reference verifying the information supplied by him in the application and during the course of interview.

(6) Medical or Physical Examination

Almost all the companies even in India consider medical examination an important step in the selection process. All suitable candidates who have crossed all the above hurdles have to undergo medical examination before final selection. It is very important to select a salesman possessing good health because he often tends for long periods. To cope with the stress of selling, a salesman can not be handicapped by illness. A complete medical examination is therefore recommended despite relatively high cost.

(7) Final Selection

If an applicant successfully overcomes all the obstacles stated above, he is declared selected. An appointment letter mentioning terms of appointment, pay scale, designation, period of probation etc. will be given to him. When he joins the firm, it is the duty of the sales chief executive to introduce him with other fellow members and to the job, initially; the appointment is made on probation.

SELF CHECK QUESTIONS

1. Discuss the various sources which can be utilized for recruiting a sales person.
2. Discuss in brief the process of selection a sales person.
3. Discuss the different types of interview

