
UNIT 11 PREPARING FOR INTERVIEWS

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11.0 OBJECTIVES

This unit will help you to prepare well for an interview. It will deal with job interviews in particular because soon after your graduation most of you will apply for jobs. We will discuss:

- the purpose(s) of conducting interviews,
- the role of the interviewer and the interviewee in the interview situation, and
- the different ways of preparing for an interview.

11.1 INTRODUCTION

Have you ever faced an interview? What was the interview for – a job, a visa or for admission to a course or a programme? Apart from these we can also have promotion interviews and celebrity interviews. Usually interviews are one to one, but sometimes you may have group interviews, especially when there are many applicants for the same job or programme. There are also panel interviews where a board or panel consisting of more than three persons may interview you.

Sometimes interviews are over the telephone. Many software professionals are interviewed by the heads of companies. They may have their office in some other part of the country or in another part of the world. These are usually telephonic

interviews. And if you do get a big job and become a celebrity, there will be many people who would like to interview you!

As soon as you complete your graduation, you may apply for a suitable job and then be called for an interview. An interview is an essential part of any selection process. The **interviewer**, who conducts the interview, asks questions to evaluate the **interviewee**, who takes the interview, and selects a suitable **candidate** to fulfill a purpose. For example, in a job interview, the interviewer evaluates the candidate's

- qualifications,
 - personality (for traits such as *confidence* and *reliability*),
 - work experience, and
 - communicative abilities (for traits such as *language proficiency*, *fluency* and *voice clarity*),
- and forms an overall impression about each. The candidate who fulfills all or most of the requirements that the interviewer has, gets the job!

Let us now read this excerpt from an interview and answer the questions that follow.

Excerpt from an Interview-1

Interviewer: *'Tell us about yourself'.*

Somesh: 'I am Somesh Gupta from Uttar Pradesh. I did my schooling from O.F. Central School, Kanpur. After passing Class XII, I did my B.Sc (Honours) and M.Sc in Mathematics from Lucknow University. My favourite subject is Mathematics. I wanted to do a Ph.D, but I also had to earn money to support my family. I started teaching young children while I was registered for a Ph.D at Benaras Hindu University. But as time went on I felt the need to earn more money and I had to forego my dreams for higher education. I started looking for a job last year while still continuing to teach at home.

My family consists of my father, my mother and two younger sisters of marriageable age. My father is a supervisor in the Ordnance Factory, Kanpur. He is going to retire in September this year.

I used to play football at school and college. We won the inter-school National Championship Gold Medal in 1988.'

What does Somesh tell the interviewer about himself? What can you say about his communicative ability from this excerpt? Take a moment to think about these questions and to discuss them with your friends.

Discussion: Somesh tells the interviewer about his schooling, educational qualifications, work experience, reasons for not doing a PhD, his family, and his hobbies. He speaks of these matters because they give important information to his future employer. He tries to justify his potential as a suitable candidate for the job by giving his qualifications and work experience. He also tries to make use of the opportunity to talk about himself: by explaining that he has family responsibilities, and by mentioning as his ambitions. These are topics that he probably cannot include in his written curriculum vitae (CV).

You will also notice that he has organized all the information in an appropriate way by dividing it into three parts: education, family and extra-curricular activities. This

organization helps the listener to understand him better. He also tries to mention only the facts and restrains himself from expressing his personal feelings or opinions. This increases his credibility and makes him appear a reliable person.

✓ **Check Your Progress 1**

Read the above excerpt from an interview again and answer these questions:

1. Do you think Somesh expected this question in the interview? How can you tell?

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2. What trait(s) of Somesh's personality are reflected in his introduction of himself??

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11.2 THE PURPOSE OF AN INTERVIEW

The purpose of a job interview may be clearly indicated in the advertisement for the job or understood from an initial discussion with the interviewer(s). In general, an interview evaluates your

- qualifications,
- personality,
- work-experience, and
- communicative abilities,

to find out whether these are suitable for that particular job. Therefore, the purpose of an interview is directly related to the **type of job**.

Usually, you are required to send in your CV before you are called for an interview. (We discuss how to present yourself in your CV in the first unit of the next block.) The CV serves as an initial selection tool for asking only the more suitable candidates to appear for the interview.

Then the purpose of the interview is **to further inquire about the candidates' personal and professional qualifications**, with reference to their CV. (We see, throughout this unit, how the CV serves to guide the interview.) In some cases you may be called for a written test prior to the interview, or be asked to respond to a *questionnaire*.

Interviews are conducted for one or all the purposes given below:

- To **verify** the interviewee's **qualifications and experience**.
- To **find out** the interviewee's **knowledge** of a topic in depth.
- To **determine** the interviewee's **communicative abilities**.
- To **determine** the interviewee's **way of thinking**
- To follow up any responses to questions given earlier, e.g., to further understand the candidates' responses to a questionnaire.

11.3 THE INTERVIEW SITUATION

As in other spoken forms of communication, in an interview also, you – as a speaker – need to sound interesting and be organized, precise, and always aware of the listener's (i.e., the interviewer's) needs or purposes.

How do you feel when you are called for an interview? Do you have butterflies in your stomach? Most of us feel apprehensive about interviews, notwithstanding how many times we appear for them. This is because the idea of being evaluated by another person, the interviewer, can cause concern. Moreover, speaking in a formal situation about one's own qualifications and strengths, in a limited amount of time, creates pressure. On the other hand, some people are thoroughly prepared and feel confident. So a lot may depend on the way one *prepares* for the interview.

We now consider the interview situation, first from the point of view of the *interviewer*: his purposes, the questions he may ask and how he evaluates the candidate. We then consider the preparation that a *candidate* can put in for an interview.

Read the following excerpt from an interview and answer the questions that follow:

Excerpt from an Interview-2

Swati is a PhD in Biochemistry. However, her CV records the fact that she had once failed and reappeared for an examination in one of the subjects during her graduation studies. Except for this, she holds a good academic record. Let us see below how she replies to one of the questions asked by the interviewer on this "black spot" in her CV.

Interviewer: 'Do you think your grades are an indication of your academic achievement?'

Swati: 'Well...in my opinion, grades are a method to assess one's aptitude or knowledge at a given point of time. They may not be an indication of all the capabilities of a person or their potential for future growth. A grade at a particular point of a person's academic career reflects his or her personal and professional status at that particular time.'

Was Swati asked a direct question about her failure?

Do you think she feels embarrassed to answer the question? Give reasons for your answer.

Take a moment to think about these questions and to discuss them with your friends.

Discussion: The interviewer doesn't ask Swati the reason for her failure, but wants to know how she encounters failure. So he refers to Swati's record in the CV as it was important to enquire about it, but asks an indirect question to test Swati's self esteem.

Swati is intelligent enough to understand why the interviewer has asked her this question. She knows her record very well and she makes use of this opportunity to express her positive attitude. Her answer reflects her confidence and her ability to overcome failure.

√ **Check Your Progress 2**

Read excerpt 2 again and answer the questions below:

3. What is the purpose fulfilled by the question asked to Swati?

Give reasons for your choice (choose one of a-e).

- a. To verify the interviewee's qualification and experiences.
- b. To find out the interviewee's knowledge of a topic in depth.
- c. To determine the interviewee's communicative abilities.
- d. To determine the interviewee's way of thinking.
- e. To follow up any responses to questions given earlier, e.g., to further understand the candidates' responses to a questionnaire.

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11.3.1 Questions

Before an interviewer starts to design the interview– the questions and the process–, (s)he focuses on the problem or the **need** to be addressed in the interview. Let us now try to understand the intention of some common types of questions in interviews.

You might have realized by now that questions can be asked about your

- **Background** - standard questions about age, educational qualifications, goals and ambitions, work experience, family
- **Knowledge** – what a person knows about a topic
- **Opinions or values** – how a person feels or what she thinks about a topic
- **Behaviour** – about a person's actions in the past, present or future

An interviewer may judge the answers to these kinds of questions not only in terms of their content or information, but also in terms of your *communicative abilities*. For example, the interviewer may take note of where and how the interviewees communicate their own thoughts or feelings, and the phrases they use for this, such as *I think, in my opinion, I believe that ...* The interviewer looks for how clearly you can differentiate your knowledge from your opinions or values: that is, the difference between the generally accepted ideas on a topic, and your own viewpoint.

The interviewer would also like to find out *what motivates your actions*: the reasons for choosing a particular job or career, for studying further or not doing so, or for changing a job. The interviewer looks for how well you can give reasons for, or *justify*, your way of thinking.

Activity 1

Imagine that you are an interviewer. You need to select a driver for your company's vehicles. The driver will be required to:

- Drive a car to the airport to pick up or drop important visitors
- Drive a 14-seater van to take teams of technical personnel to sites on the city outskirts
- Take important visitors shopping or sightseeing

Make ten questions that you can ask candidates at this interview.

Include all the categories above: *Background, Knowledge, Opinions or Values, Behaviour*; and say which category each of your questions relates to.

Hints: What should be the ideal candidate's background for such a job?

What knowledge is required, and what opinions and values are desirable?

What kinds of behaviour are expected?

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Discussion: You would want to know whether the drivers can read a little bit of English and Hindi to find out the names of people and places, and communicate with the visitors as required.

You would also want to know whether they are familiar with the popular sites in and around the city, this will also help you understand the candidate's general awareness.

You may give them an imaginary situation which is likely to occur on the job, where they have to prove their presence of mind.

You will also have to find out their personal traits like honesty, sincerity and punctuality, apart from their qualifications for and experience in driving.

11.3.2 Evaluation

The evaluation of an interviewee by the interviewer may depend on the type of the job applied for. For example, if you apply for a marketing job, your dress and appearance count for more than if you apply for a position in Research & Development. Similarly, *interpersonal skills* and *communicative skills* are very important for managerial positions. Nowadays, however, even technical personnel are expected to balance technical competence and communication skills, as they are part of a team, and may need to interact with the public. Again, acceptable dress and a neat appearance are important for everyone.

Your *confidence* and *presence of mind* also make an impression on the evaluation. One interviewer asked the candidates, “On which floor of this building are we seated?” Not many candidates had the right answer! So also you may be judged on awareness of current events, or events of national significance.

Attitudes such as loyalty, commitment and trustworthiness are also evaluated. The importance of these traits is that interviewers may not merely judge the candidates’ suitability for a particular job. They may be actually evaluating a candidate’s potential for a *career* in their organization. One interviewer asks himself: “Can this person take three steps forward in this organization?” A frequently asked question is: “Where do you see yourself five years from now?”

Activity 2

Think of a job you would like to apply for. Now put yourself in the position of a person who is interviewing you for that job. Imagine the kinds of questions that you would like to ask yourself.

Hint: Think of five qualities that you would look for.

√ Check Your Progress 3

Read *Excerpt from an Interview – I* (section 11.1) again.

4. Underline the information Somesh gives about himself that may not be present in his CV.
5. Do you think Somesh has given any unexpected information in the interview?
6. What further questions are likely to be asked after his reply?
7. Which of the following adjectives would you choose to describe Somesh?
 well-qualified honest introverted sincere articulate pessimistic
 precise reliable experienced passive assertive aggressive

11.3.3 Types of Interview

We discuss four types of interview below:

1. **The informal, conversational interview.** In this type of interview, the questions to be asked are not fixed or predetermined. The interviewer “goes with the flow”,

remaining as open and adaptable as possible to the interviewee's priorities during the interview.

This type of interview is relatively uncommon in job interviews which have a number of first time applicants. It is more common for job interviews within an organization, especially, e.g., for placement after short training courses.

2. **The general interview, guided approach.** In this type of interview, information is collected from each interviewee that pertains to the same general areas. This is called the guided approach. The guided approach provides more focus than the conversational approach, but still allows a degree of freedom and adaptability in getting information from the interviewee.
3. **The standardized, open-ended interview.** Here, all interviewees are asked the same open-ended questions. An open-ended question is one that requires something more than a yes/no or true/false answer. The answers have to be thought out by the candidate. This approach facilitates faster interviews that can be more easily analyzed and compared.
4. **The closed, fixed-response interview.** Here, all interviewees are asked the same questions and asked to choose answers from among the same set of alternatives.

√ **Check Your Progress 4**

8. Read the following excerpts from interviews. What types of interviews are they? Give reasons to support your answer.

Excerpt from an Interview-3

Interviewer: *How do you determine or evaluate success?*

Candidate: Success to me is only a step to go further. It should not stop my ascent but help me to move ahead. I also consider my failures as successes as we learn the right way to go forward from our failures.

Interviewer: *What does being a team player mean to you?*

Candidate: Sharing work, responsibilities, knowledge, and at the same time sharing successes and failures.

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9. Excerpt from an Interview-4

Interviewer: *How do you determine or evaluate success?*

Candidate: Success to me is only a step to go further. It should not stop my ascent but help me to move ahead. I also consider my failures as successes as we learn the right way to go forward from our failures.

Interviewer: *Can you give us an example of a failure that helped you to go forward?*

Candidate: I once failed an examination by preparing for it only as all my friends did, learning answers to the expected questions. That year, the model changed, and my preparation did not help. When later I looked at the questions I realized I could have easily answered them if I had tried to understand the subject rather than learn answers to expected questions.

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11.4 PREPARATION FOR AN INTERVIEW

The best possible preparation for an interview is to *expect the unexpected*. And the best way to deal with an interview is to *be yourself*. What we give below are merely some general guidelines.

The following two candidates are preparing to appear for job interviews. Read the descriptions below and answer the questions that follow:

Sumit is a graduate and is looking for a job. He has just received an interview call and is nervous and worried. He is trying to persuade himself to stay calm. He is afraid of being judged negatively by the interviewers. He has bought a new shirt, and has got his hair cut. He hopes to make a good impression on the interviewers.

Akash, another graduate, is also looking for a job. He too has received an interview call. He is very excited and is learning from books about how to conduct himself in an interview. He is also trying to learn about the company that he has applied to and is preparing answers to possible questions, revising what he knows about the subject.

Who do you think is preparing better for the interview? Why? Take a moment to think about these questions and to discuss them with your friends.

Discussion: Sumit spent more time worrying about his interview than preparing for it. He concentrated only on his appearance. On the other hand, Akash used tactics like anticipating questions and learning about the company. Akash took the help of books and got these ideas about how to prepare for an interview.

Focusing on what to say in an interview and how to say it will give you more confidence and make you a better communicator. On the other hand, just thinking of ways to stay calm will only make you focus on your nervousness!

The first set of **DOs**:

Visualize the interview in advance

Anticipate questions

Focus on the interview itself

The first set of **DON'Ts**:

Don't worry about the interview without preparing for it

Don't think about being judged negatively

Don't focus on how to stay calm.

We can think of preparing for an interview in three ways.

11.4.1 Intellectual Preparation

Brush up your knowledge:

- your knowledge of the subject,
- your educational background,
- your own opinions,
- the reasons behind your decisions in life, and
- your presence of mind,
- know the exact location and time of the interview.

11.4.2 Preparing for Effective Verbal Communication

The ability to communicate effectively comes from organized and positive thinking, confidence and self-esteem. These in turn come from being well-informed and well-read. For this you need to:

- watch radio and television programmes of general interest,
- read a variety of good newspapers and magazines,
- think about what you have read and heard, and
- discuss these matters with your friends to improve your fluency in speaking.

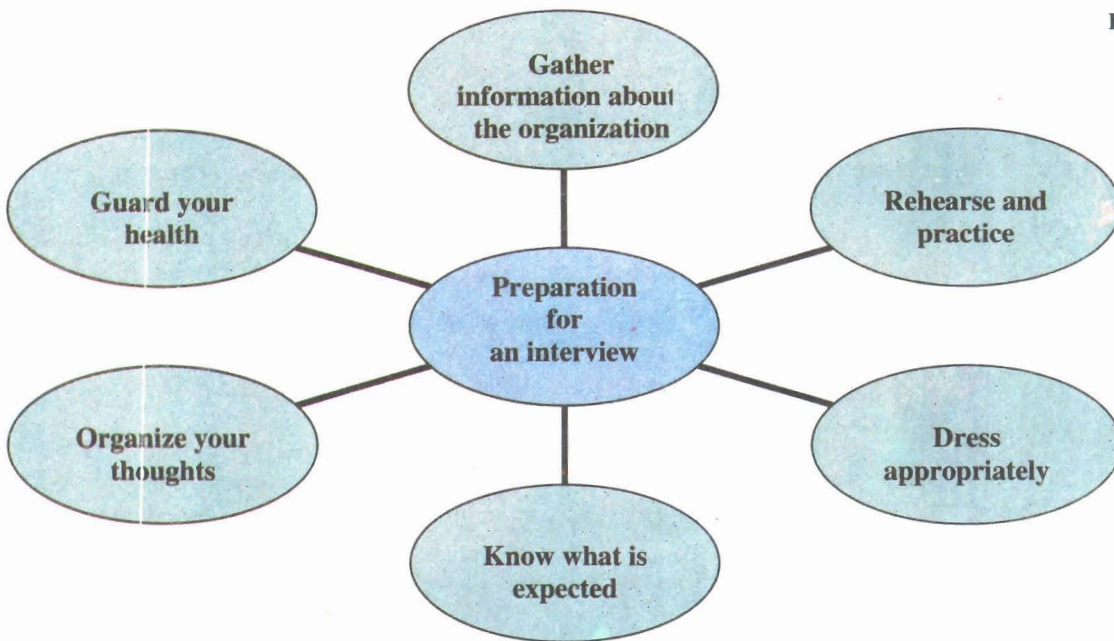
You might even try to write a page or two, or a letter to a newspaper, about a topic you feel strongly about.

11.4.3 Physical Preparation

Very often, we are unable to decide what we should wear for a given occasion. For an interview, which is usually a formal situation, you need to know about formal and informal dress codes and decide what not to wear for the interview. Apart from dress and accessories, you need to:

- monitor your posture: the way you sit, stand and position your body while talking and listening.
- monitor your gestures: the way you use your hands along with your conversation.
- monitor your facial expression: your eyebrows, lips and above all your *eyes*. Your eyes should 'speak' and show the same feelings that you are communicating through your words. You can help yourself by taking suggestions from friends and family.

Here are some additional suggestions for your preparation:



11.4.4 Gather Information about the Organization

Gather as much information as possible about the organization.

Think about the question: “Why do you want to join our company?” In order to answer this frequently asked question, you have to be familiar with the company’s history, products, location(s) and plans of growth. This may not be very difficult for you if the company is big and famous. You can also ask for a company’s brochures or job descriptions to be sent to you.

Prepare your own list of four or five questions about the organization or the position you are applying for, that you do not find answers for in their literature. These questions, if you ask them at the interview, can help your interviewer to evaluate your professional and personal needs.

11.4.5 Know What’s Expected of You

Review the job advertisement for what’s important for the position: situation, responsibilities, requirements, practical problems and their solutions.

- Have your strengths and weaknesses written down.
- Check your CV for possible gaps. Prepare a one to two-minute explanation of each important aspect covered in your CV.

11.4.6 Organize your Thoughts

Assimilate your overall thinking and write down points. Discuss them with a friend.

11.4.7 Rehearse and Practice

Sometimes you are required to give a presentation at your interview. After you have decided on the points to present, focus on how to start and how to end your presentation. Practice it thoroughly in front of not just a mirror, but your family or friends; because they can give you feedback to improve. Practice using any equipment, handouts or visual tools that you need, so that *you’re comfortable* using them in

front of a group. For example, if you are carrying photographs to show, arrange them in the order you want, in a separate folder; and practice handing them out without dropping them!

- Speak clearly. Make sure your voice reaches the person you speak to.

Practice for this by changing the distance between yourself and a person you speak to: speak across a table, across a room, etc. Listen to yourself to see if you sound unfriendly or aggressive.

11.4.8 Guard your Health

- A good night's sleep is also very helpful before your interview. This will make you refreshed, alert and cheerful when meeting your interviewers. Prepare yourself with the stamina you need to have to endure a day or two of extended interviewing.
- Carry any usual medicines and some pain reliever in your briefcase or purse, just in case.

11.4.9 Dress Appropriately

- Dress professionally in order to be taken seriously. Your appearance should be neither careless nor overdone. Shirts rather than T-shirts, and trousers (or skirts) rather than jeans, if you dress in the western style; you may decide to wear a tie or not, depending on the organization. Use whatever information you have about the organization to find out their "dress code", stated or unstated, to help you dress appropriately.
- You're safest in subdued colors, styles and patterns of clothing. Don't let your clothes distract attention.
- Wear clothing that you are comfortable in. *You'll be more confident if you don't have to think about your clothes.* Never try out a new item of clothing (particularly new shoes!) that you have not worn earlier.
- Don't wear gaudy jewellery, or heavy perfume or cologne.
- Try to carry just one bag or briefcase which has space in it for your wallet and important papers.

Check Your Progress 5

10. Read the following excerpt and answer the questions that follow:

Ms Sangeeta Srivastav has applied for the post of Public Relations Officer. She has been called for an interview today. She arrives for it wearing a yellow silk sari, and has left her long hair open. She has very little make-up on, but is wearing a pair of studs (button-like earrings) as jewellery. As she enters the interview room:

Excerpt from an Interview-4

'Good morning, Ms -'

'Ms Sangeeta Srivastav. Good morning'

'You'd like to join our team. I gather -?'

'Yes, I would, very much.'

'That's very good. Please sit down. ... We'd like to know a little bit more about you. Let's start with your education.'

'Yes, all right. I left school at 18. Then I did my graduation in Arts from Calcutta University. Subsequently I completed a year's training course in Public Relations from Mehra's Institute. You might know it – it's quite a reputed institute in Delhi.'

'That sounds very interesting, Ms Srivastav. What did you enjoy most in school?'

'Foreign languages, I liked most. We were taught French and German apart from English.'

'Are you quite fluent in those languages?'

'Yes, a bit rusty now, obviously with more travel I can use my languages. I'd like to learn one more, I'd like to add Italian as well to my repertoire.'

'Tell me a little bit about the work you are doing at present.'

'I am with a public relations company at present. I assist in the sales by arranging meetings, setting up projects and presentations.'

'It sounds like you are quite happy with your job. I'm curious why you would leave them to join us.'

'My job is more of a routine, secretarial kind of job. Its scope is limited. I'm looking for a more challenging job where there is scope for travel. I have learnt that in your company there is an opportunity to travel abroad while the job specifications are also challenging. Moreover, 'Euro-Asia TransGlow' is a reputed company where I can expect the best in return for my skills and experiences.'

How would you grade Sangeeta on a 5 point scale (1-5) on the points below?

<i>Dress and appearance</i>	
<i>Qualifications</i>	
<i>Confidence</i>	
<i>Reliability</i>	
<i>Personality</i>	
<i>Work experience</i>	
<i>Overall impression</i>	

Discussion: A Public Relations Officer has to face various types of people and therefore has to take care of her appearance. She must do her job in a pleasant yet dignified manner and avoid inviting unnecessary attention to herself. She should look confident and be assertive in her attitude.

Yellow is a bright and prominent colour that calls one's attention to it, so it may be inappropriate. However a silk saree may be just right for such a job, as it suggests dignity and wears well through the day. Leaving the hair open, especially if it is long, is not desirable in the profession. Her make-up and jewellery are just fine.

Her qualifications also suit the job as she is required to speak to people, and knowing many languages is advantageous.

She is prompt in answering the questions and can justify herself well. She makes it very clear that she wants to travel abroad. She is quite ambitious, and so it is unclear how long she will continue with one particular company. However, as long as her goals are fulfilled she might continue. Thus she is straightforward without being aggressive. She has work experience and she doesn't want to continue with the same portfolio. This might be an indication of her versatility.

11.5 LET US SUM UP

- The one who conducts the interview is called the **interviewer**, the one who takes it is called the **interviewee** or a candidate. The interviewer asks questions, evaluates and selects a suitable candidate.
- The **purpose** of an interview is to inquire into the candidate's personal and professional qualifications and abilities, depending upon the type of job.
- The **questions** asked in the interview are based on the candidate's background knowledge, opinions, values and behaviour, besides his or her qualifications, goals, experience and family.
- The candidate is evaluated according to his or her interpersonal and communicative skills, confidence, presence of mind, and potential for a career in the company, besides attitudes such as loyalty, commitment and trustworthiness.
- The interview can be of four **types**: informal or conversational, guided to certain general topics, open-ended and standardized, fixed-response and closed type. The open-ended type is frequently adopted for job interviews.
- For good **intellectual preparation** brush up your knowledge about the subject you have specialized on, focus on the main points of your educational background, evaluate your own opinions and the reasons behind your decisions in life. Impress with your presence of mind.
- Good **physical preparation** starts with monitoring your own posture, gestures and facial expressions. Choose a dress that will make you comfortable on the job too. A formal dress code is mostly applicable for a job interview. The accessories must be kept to the minimum. If you wear a sari, a subdued colour is preferable to a bright one, and with very few accessories: ear-studs, a thin chain and a wrist watch.
- Apart from physical and intellectual preparation, good **communicative abilities** are very important to face any kind of interview: organized and positive thinking, confidence and self-esteem are the need of the hour and these in turn come from being well-informed and well-read.

- > **Discuss** your preparation with a few friends and family for necessary suggestions. Apply them according to your own understanding.
- > For the best preparation for an interview, expect the unexpected and be yourself.

11.6 ANSWERS TO CHECK YOUR PROGRESS

1. Somesh was well organized in introducing himself. He might have used his commonsense and expected the interviewer to ask him to introduce himself before asking anything else, and so he must have prepared what exactly to say about himself.
2. Somesh's talk suggests that he is a sincere and responsible person. He is concerned about his family and doesn't hesitate to give priority to his responsibilities. He has a voice of conviction reflecting his honesty and he doesn't hesitate to mention his difficulties. He is ambitious but acts according to the need of the hour.
3. To determine the interviewee's way of thinking

The interviewer asked an indirect question because he didn't want to know why Swati had failed in the subject, but wanted to know how she encounters failure. So his purpose was to understand the candidate's attitude towards life, whether and how she progresses after failure. Thus he was trying to understand Swati as a person, which has a direct relation to Swati's professional life.

4. 'My favourite subject is Mathematics. I wanted to do a Ph.D, but I also had to earn money to support my family. I started teaching young children while I registered for a Ph.D at Benaras Hindu University. But as time went on I felt the need to earn more money and I had to forego my dreams of higher education. I started looking for a job last year while still continuing to teach at home.'

That he has two younger sisters 'of marriageable age'.

That his father 'is going to retire in September this year'.

5. The information given by Somesh is important for his future employers. Hence he has not deviated from what he is expected to say in his introduction.
6. Somesh has given information on his educational qualifications, goals and ambitions, work experience, family and also talked about his actions in the past, present and future to some extent. The interviewers may have an idea about his background and behaviour. They would now like to know about his subject knowledge and opinions /values. So they may ask questions related to Mathematics and the like.
7. reliable, experienced, assertive, precise, sincere
8. It is a standardized, open-ended interview. Here, the candidate is asked an open-ended question, that requires something more than a yes/no or true/false answer. The answer has to be thought out and well framed by the candidate. The interviewer seems to have a set of questions, which he has been asking other candidates too, as he does not depend upon the candidate's answer to frame his next question.
9. It is a general interview, with guided approach. The interviewer frames his next question on the basis of the candidate's answer but doesn't deviate much from

his topic. So he focuses on the candidate's view on success and failure in depth and as required but still allows a degree of freedom and adaptability in getting information from the candidate.

10.

<i>Dress and appearance</i>	2
<i>Qualifications</i>	4
<i>Confidence</i>	4
<i>Reliability</i>	3
<i>Personality</i>	3
<i>Work experience</i>	4
<i>Overall impression</i>	3.5