

21 Giving bad news to a job applicant

You are the hiring manager for a mid-sized company. You have narrowed the applicants for a managerial position to two: (1) a 22-year-old college graduate who interned at a different division of your company two summers ago but has no additional industry experience and (2) a 48-year-old MBA with over 20 years of experience related to your industry. Although the older candidate is better qualified, your budget restrictions will not allow you to meet the older candidate's salary requirements. Whom do you hire? Indicate the medium you would choose and draft a bad-news message to one of the applicants.