

Staffing

1. "It is a career oriented process designed to help the employees in the progress towards maturity and actualization of their potential capabilities." Identify the process : (2024)

- (A) Staffing
- (B) Selection
- (C) Development
- (D) Training

Ans. (C) Development

2. Match the terms given in Column I with their meanings in Column II : (2024)

Column I	Column II
1. Placement	(i) Introducing the selected employee to other employees and familiarising him with the rules and policies of the organisation
2. Recruitment	(ii) It refers to the employee occupying the position or post for which he/she has been selected
3. Orientation	(iii) Evaluating an employee's current and/or past performance as against certain predetermined standards
4. Performance Appraisal	(iv) The process of searching for prospective employees and stimulating them to apply for jobs in the organization

Choose the correct option from the following :

- (A) 1-(i), 2-(ii), 3-(iii), 4-(iv)
- (B) 1-(ii), 2-(iii), 3-(i), 4-(iv)
- (C) 1-(ii), 2-(iv), 3-(i), 4-(iii)
- (D) 1-(ii), 2-(i), 3-(iv), 4-(iii)

Ans. (C) 1-(ii), 2-(iv), 3-(i), 4-(iii)



3. A renowned car company named 'BB Motors' was known for producing high performance cars. They were committed to ensure that its employees had the skills and knowledge to build these innovative high-performance cars. To achieve this, they implemented a unique approach for training. The company transformed a section of its factory into what they called the 'Learning Floor'. Actual work environment was created by allotting a specialized space. The space was equipped with a range of car components, tools and sophisticated car equipment identical to those used on the factory floor, where the company's employees would undergo their training. (2024)

Identify and explain the method of training used by 'BB Motors' to ensure that its employees had the skills and knowledge to build innovative high-performance cars.

Ans. Vestibule training

- It is a method of training in which employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor.
- This is usually done when employees are required to handle sophisticated machinery and equipment.

4. 'Verfab' was a garment manufacturing company known for its high quality fashionable clothing. They had been in the fashionable clothing business for the last 23 years. The company was earning enough profit and the demand for their fashionable clothing was rising tremendously. The company was expanding and needed to hire new talent to meet the growing demand. They followed a comprehensive process to ensure that they brought in the best candidates.

The process began with a first-round evaluation of applications. The Human Resources team carefully reviewed each candidate's qualifications, experience and suitability for the available positions. It eliminated unqualified or unfit job seekers based on the information supplied in the application forms and shortlisted 21 candidates who met the basic requirements.

The shortlisted candidates were then asked to take a series of tests that attempted to measure certain characteristics of individuals, ranging from manual dexterity to intelligence to personality. These tests included assessments of their sewing skills, attention to detail, and knowledge of garment manufacturing processes.

15 candidates who performed well in the tests were invited for a formal in-depth conversation with the senior staff from the design team. Thereafter, 10 candidates were found suitable for the job position available.

Since these 10 candidates had cleared all the above steps, 'Verfab' conducted verification by contacting their previous employers to confirm the details the candidates had provided.

Thereafter, a decision was made to choose 8 candidates who were best fitted for the roles.

Explain the steps of the comprehensive process discussed above till the verification stage, to ensure that the company brought in the best candidates to meet the growing demand for fashionable clothing. (2024)

Ans. The steps of the comprehensive process discussed above are :

(i) Preliminary screening: It helps the manager to eliminate unqualified or unfit job seekers based on the information supplied in the application forms.

(ii) Selection tests: These tests attempt to measure certain characteristics of individuals. ranging from aptitudes, manual dexterity, intelligence to personality.

(iii) Employment interview: A formal, in-depth conversation is conducted to evaluate the applicant's suitability for the job and the interviewees may also seek information from interviewer.

(iv) Reference and background checks: References are used for verifying information and, gaining additional information on an applicant from previous employers, known persons, teachers, university professors, etc.

5. Piyush is the Production Manager of a shoe company 'Comforty'. He has 1000 workers under him in his department. Piyush booked a special order for 300 pairs of gents shoes at an estimated cost price of < 500 per pair plus a 20% profit margin. This order is to be completed within 10 days. After completion of the order, Piyush found out that the production cost of one pair of shoes was < 700. He tried to find out the reason but he couldn't. He reported it to the Chief Executive Officer. For this the Chief Executive Officer appointed Abhay, who was not only a specialized Cost Accountant, but also a qualified Human Resource Manager. After two days, Abhay reported that the set target could have been completed by only 800 workers. This revealed that there was overmanning in the organization. The organization was not utilizing the human resources optimally which had led to high labour cost. (2024)

The above case highlights an important function of management.

(i) Identify the function of management discussed above.

(ii) State any three points of importance of the function identified in (i) above.

Ans. (i) Controlling

(ii) Importance of Controlling: (Any three)



- (1) It helps in accomplishing organisational goals by bringing to light the deviations, if any, and indicating corrective action.
- (2) It helps in judging accuracy of standards in the light of changes taking place in the organization and environment.
- (3) It helps in making efficient use of resources by ensuring that each activity is performed in accordance with predetermined standards.
- (4) It improves employee motivation as the employees know well in advance the standards of performance on the basis of which they will be appraised.
- (5) It ensures order and discipline among employees by keeping a close check on their activities.
- (6) It facilitates coordination in action as each department is governed by predetermined standards which are well coordinated with one another.



Previous Years' CBSE Board Questions

6.1 Staffing: Concept and Importance

VSA (1 mark)

1. How is staffing a continuous process?

(Delhi 2014 C)

LA (5 marks)

2. Asha is living in a small village of Rajasthan. Her mother has good culinary skills. Inspired from her mother she joined a course of 'Food and Beverages Production' in Jaipur. After completing her course, she asked her mother to open sweets shop in Jaipur, to which her mother agreed. The business was doing well and had started growing. To expand her business, she felt the need of additional personnel. Instead of selecting personnel from any other source, she thought of helping her relatives and appointed five of them. But after doing all efforts she found that none of her relatives were providing satisfactory service leading to lower productivity. Also, the quality of the products started deteriorating.

This made Asha to realise that the ability of an organisation to achieve its goals depends upon the quality of its human resources. This was ignored by her at the time of selecting the personnel for her expansion programme.

(a) Identify and state the function of management which could have helped Asha at the time of fulfilling her need of additional personnel in the organisation.

(b) State any three benefits of the function identified in (a) above.

(Term-II, 2021-22)

6.2 Staffing as a Part of Human Resource Management Concept

VSA (1 mark)

3. How are employees motivated to improve their performance when the organisation uses internal sources of recruitment?

(AI 2014)

4. 'Providing for social security and welfare of employees' is one of the specialised activities performed by Human Resource Management. Mention any two other specialised activities of Human Resource Management.

(AI 2014)



5. How does staffing improve job satisfaction and morale of employees?

(AI 2014 C)

SA II (4 marks)

6. Mr. Naresh recently completed his M.B.A. from one of the Indian Institutes of Management in Human Resource Management. He has been appointed as Human Resource Manager in a Truck manufacturing Company. The company has 1,500 employees and has an expansion plan in hand that may require additional 500 persons for various types of jobs. Mr. Naresh has been given the complete charge of the company's Human Resource Department.

List out the specialised activities that Mr. Naresh is supposed to perform as the Human Resource Manager of the company.

(Delhi 2015 C)

6.3 Staffing Process

VSA (1/2 mark)

7. 'Estimating manpower requirements is not merely knowing how many persons we need.' What else is needed while estimating manpower requirements? State any two points. (Term-II, 2021-22)

8. Define 'Workforce Analysis'.

(Delhi 2019)

9. Alpha Enterprises is a company manufacturing water geyser. The company has a functional structure for four main functions – Production, Marketing, Finance and Human Resource. As the demand for the product grew, the company decided to hire more employees. Identify the concept which will help the Human Resource Manager in deciding the actual number of persons required in each department.

(Delhi 2017)

SA I (3 marks)

10. Explain the following steps in the process of staffing:

- (a) Performance Appraisal
- (b) Promotion and Career Planning
- (c) Compensation.

(2020 C)



11. Ashish, the marketing head, Raman, the assistant manager and Jyoti, the human resource manager of 'Senor Enterprises Ltd'. decided to leave the company. The Chief Executive Officer of the company called Jyoti the Human resource manager and requested her to fill up the vacancies before leaving the organisation. Informing that, her subordinate Miss Alka Pandit was very competent and trust worthy Jyoti suggested that if she could be moved up in the hierarchy, she would do the needful. The Chief Executive Officer agreed for the same. Miss Alka Pandit contacted 'Keith Recruiters' who advertised for the post of marketing head for 'Senor Enterprises Ltd'. They were able to recruit a suitable candidate for the company. Raman's vacancy was filled up by screening the database of unsolicited application lying in the office.

(a) Name the internal/external sources of recruitment used by 'Senor Enterprises Ltd'. to fill up the above stated vacancies.

(b) Also state any one merit of each of the above identified sources of recruitment.

(Delhi 2016, AI 2016)

SA II (4 marks)

12. State the first four steps in the process of 'staffing'. (2021 C)

LA (5 marks)

13. A company was manufacturing 'LED bulbs' which were in great demand. It was found that the target of producing 300 bulbs a day was not met by the employees. On analysis, it was found that the workers were not at fault. Due to electricity failure and shortage of workers, the company was not able to achieve the set targets and alternative arrangement were needed. To meet the increased demand, the company assessed that approximately 88 additional workers were required out of which 8 would work as heads of different departments and 10 would work as subordinates under each head. The required qualifications and job specifications were also enlisted. It was also decided that necessary relaxation should be given to encourage women, persons from backward and rural areas and persons with special abilities to assume responsible positions in the organisation. All efforts were made to match the ability of the applicants with the nature of work.

(a) Identify the functions of management discussed above.

(b) State the two steps in the process of each function discussed in the above para.

(c) List any two values which the company wants to communicate to the society.

(Delhi 2015, AI 2015)



ET (6 marks)

14. 'Moga Industries Ltd.' approached a well-established university in the city of Madurai to recruit qualified personnel for various technical and professional jobs. They selected Tanya, Ritu, Garima and Chetan for various vacancies in the organisation. After the selection and placement, 'Moga Industries Ltd.' felt the need to increase the skills and abilities, and the development of positive attitude of the employees to perform their specific jobs better. The company also realised that learning new skills would improve the job performance of the employees. Hence, the company decided to take action for the same.

(a) Name the step of the staffing process regarding which the company decided to take action.

(b) State the benefits of the action to 'Moga Industries Ltd.'
(AI 2018)

6.4 Recruitment Process

MCQ

15. Identify the External Source of Recruitment illustrated by the picture given below:



(a) Direct Recruitment

(b) Casual Callers

(c) Advertisement

(d) Labourer Contractor

(2023)

16. Using external sources for filling vacant positions:

(i) Gives a wider choice.

(ii) Simplifies the process of selection.

(iii) Instils a competitive spirit among the existing employees.

(iv) Does not infuse fresh talent in the organisation.

Choose the correct option from the following.

(a) (i) and (ii) only

(b) (i) and (iii) only

(c) (i), (iii) and (iv) only

(d) (ii) and (iv) only

(2020 C)

VSA (1/2 mark)

17. Identify and state the step in the process of staffing which creates a pool of prospective job seekers for vacancies in the organisation.

(Term-II, 2021-22)

18. 'External sources of recruitment may lead to dissatisfaction and frustration among existing employees. They may feel that their chances of promotion are reduced.' Give two situations when external sources may be used without dissatisfying the existing employees.

(Term-II, 2021-22)

19. Frequent transfer of employees often reduces the productivity of the organisation, still it is being used as a good source of filling the vacancies internally. Why? State any two reasons.

(Term-II, 2021-22 C)

20. Biru Nandan, Chairman of Lalit group of companies founded 'Biru University' for undergraduate and postgraduate courses in diverse disciplines. The Information Technology department of the 'Lalit Power Ltd., had few vacancies related to Cyber Security. The Human Resource Department of the Company decided to recruit fresh engineering graduates from 'Biru University' for the same. Identify the type of source of recruitment.

(Delhi 2019)

21. Why employees become lethargic when the organisation uses internal sources of recruitment?

(Delhi 2014)

SA I (3 marks)

22. Explain any three advantages of external sources of recruitment.

(2023)

OR

State any four advantages of external sources of recruitment.

(AI 2014)



23. Name and define the process that helps in finding possible candidates for a job or a function. (Delhi 2015 C)

SA II (4 marks)

24. "Tapping external sources for various job positions has many benefits: State any four such benefits. (2023)

25. The Human Resource Manager of Alfa Ltd., a leading air conditioner manufacturer requires employees for various posts. He wanted to opt for a source of recruitment where background of potential candidates is sufficiently known. He knew that applicants introduced by present employees or their friends and relatives may prove to be a good source of recruitment.

(i) Identify the external source of recruitment discussed in the above paragraph.

(ii) State any four advantages of external sources of recruitment.

(Term-11, 2021-22)

26. Explain briefly transfer and promotions as important sources of internal recruitment. (Delhi 2017)

LA (5 marks)

27. State the merits of internal sources of recruitment. (Delhi 2015 C, AI 2015)

28. State the limitations of internal sources of recruitment. (Delhi 2014 C)

29. State any three merits and two limitations of external sources of recruitment.

(Delhi 2014 C)

6.5 Selection Process

MCQ

30. The next step in the 'Selection Process' after 'Selection Decision' is

- | | |
|---------------------|----------------------------|
| (a) Job offer | (b) Medical Examination |
| (c) Selection Tests | (d) Contract of Employment |

(2023)

31. Which of the following is not a step in the selection process?

- | | |
|-------------------------------------|---------------------------|
| (a) Reference and background checks | (b) Selection decision |
| (c) Job Offer | (d) Performance appraisal |

(2021 C)

32. _____ test is a measure of an individual's potential for learning new skills.

(a) Personality

(b) Aptitude

(c) Intelligence

(d) Interest

(2020 C)

VSA (1/2 mark)

33. Identify and state the type of test in the selection process that measures the potential of an employee for learning new skills. (Term-II, 2021-22 C)

34. Define Selection. (Delhi 2019)

35. Why is 'employment interview' conducted in the process of selection? (Delhi 2017)

SA I (3 marks)

36. Hemant is working as a Human Resource Manager in a chain of hospitals in Mumbai. He had to appoint nurses for the hospitals. For this, he has conducted various tests and interviews and verified the information of the applicants. The final decision has been made in consultation with the heads of the nursing department. Hemant still has to take some more steps to complete the process of appointment of nurses. Name and explain these steps. (Term-II, 2021-22 C)

37. State the steps in the selection procedure, after the employment interview and before the job offer. (AI 2018)

38. Name and define the process in which candidates are eliminated at every stage and a few moves on the next stage till the right type of candidate is found. (Delhi 2015 C)

OR

Name and define the process that helps in choosing the best person out of a number of prospective candidates for a job. (AI 2015 C)

SA II (4 marks)

39. Identify and give the meaning of the concepts highlighted in the following statements.

(a) The process of finding possible candidates for a job.

(b) An assessment of the number and types of human resources necessary for the performance of various jobs.



(c) Introducing the selected employees to other employees and familiarising them with the rules and policies of the organisation.

(d) It ensures that the organisation gets the best employees amongst the employees available. **(2023)**

40. Vandana Public School had a vacancy of a Maths teacher. They were looking for a smart and creative teacher having a drive for excellence. An advertisement was given in all leading dailies. Since the response was huge, the school examined all the application forms and rejected the candidates who did not have the necessary qualifications. Thereafter, a test was conducted to measure the existing skills of the candidates. After that, it was followed by a formal in-depth conversation with the principal of the school and a panel of Maths experts.

(a) Explain the steps that have been performed by Vandana Public School in the process of identifying and choosing the best candidate.

(b) Give the name and also the meaning of the test which was conducted by the school. **(Foreign 2019)**

6.6 Training and Development-Concept and Importance, Methods of Training-On-the-Job and Off-the-Job, Vestibule Training, Apprenticeship Training and Internship Training

SA I (3 marks)

41. "The attitudes, skills and abilities of employees to perform specific jobs are increased by adopting a specific process". This process benefits the organisation in many ways.

State any three benefits of this process to the organisation.
(2023)

42. Explain the following methods of training:

(i) Vestibule training

(ii) Internship training **(2023)**

43. The Human Resource Department of 'Oberoi's Airlines Private Ltd. has recently selected 11 pilots. The new pilots have to handle sophisticated equipment. For this, the Human Resource Manager wants to design an off-the-job training programme which will help them to improve their performance on their jobs.

Identify and explain the method of training that can be used by company in the given situation.

(Term-11, 2021-22)

44. State any three benefits of training to employees.

(Term-11, 2021-22)

45. Name and give the meaning of the concepts that are highlighted in the following statements:

(a) It improves the performance of employees on the current job or prepares them for any intended job.

(b) It not only improves the job performance of the employees but also brings about growth of the personality.

(Term-II, 2021-22)

SA II (4 marks)

46. 'Due to rapid technological changes, jobs have become more complex and importance of training has increased for employees. State any four such benefits. (2023)

47. Explain the following methods of training:

(a) Vestibule training

(b) Apprenticeship training

(2021 C)

48. The workers of 'Vyam Ltd. are unable to work on new and hi-tech machines imported by the company to fulfill the increased demand. Therefore, the workers are seeking extra guidance from the supervisor. The supervisor is overburdened with the frequent calls of workers.

Suggest how the supervisor by increasing the skills and knowledge of workers can make them handle their work independently?

(Delhi 2015)

49. The workers of 'Gargya Ltd' are unable to work on new computerised machines imported by the company to fulfill the increased demand. Therefore, the workers are seeking extra guidance from the supervisor and the supervisor is overburdened with the frequent calls of workers.

Suggest how the supervisor by increasing the skills and knowledge of workers can make them handle their work independently. Also state any three benefits that the workers will derive by the decision of the supervisor.

(AI 2015)

50. A company manufactures very sophisticated switchgears used in automatic cars. For this, the company uses hi-tech machines. Most of the, times the workers of the factory remain idle because of lack of knowledge regarding the use of these hi-tech machines. The frequent visits by the engineers and constant supervision of the foreman results into high overhead charges. Explain the way by which this problem can be overcome. Also state how this helps the employees. (AI 2015 C)



LA (5 marks)

51. How is training of employees beneficial for the organisation? State by giving any four reasons. (Delhi 2014)

OR

State the benefits of training to the organisation.

(NCERT, AI 2014 C)

CBSE Sample Questions

6.3 Staffing Process

VSA (2 marks)

1. Explain the two concepts which are part of the exercise which would reveal whether a company is understaffed, overstaffed or optimally staffed.

(Term-II, 2021-22)

SA II (4 marks)

2. 'In an interview with a leading news channel, Mr. Rakesh Kwatra, CEO of 'Get My Job' has suggested that the companies which want more and more people to apply for jobs in their organisation should make the process for applying for jobs easier and candidate friendly'.

Name and explain the next two steps which follow the step, in the process of the function of management being discussed above. (2020-21)

6.4 Recruitment Process

VSA (2 marks)

3. Identify and explain the two sources of the source of recruitment which cannot be used when the existing staff is either insufficient or does not fulfill the eligibility criteria of the jobs to be filled. (Term-II, 2021-22)

SA I (3 marks)

4. Mrs. Ahilya Pasi is the principal of a prestigious school in New Delhi. The school has a vacancy of a headmistress/headmaster of the junior wing of the school. The senior teachers of the school have the opinion that only internal candidates should be considered for this post. However, Mrs. Pasi and the management would like to invite applications from external sources too. Briefly explain any three justifications the management can provide to convince the staff for inviting applications of external candidates for the vacant post.

(2022-23)



6.5 Selection Process

SA II (4 marks)

5. Name the mechanism that attempts to measure certain characteristics of individuals in the process of identifying and choosing the best person out of the number of prospective candidates for the job. Enumerate any three of its types.

(2022-23)

LA (5 marks)

6. In an interview with a leading news channel, Mr. Rakesh Kwatra, CEO of 'Get My Job' has suggested that the Companies which want more and more people to apply for jobs in their organisation should make the process of applying for jobs easier and candidate friendly. It is for this reason, he said, that most progressive companies today have a short application process. He also said that the application form filled by the candidate is very important as it is the information supplied in the application forms, which helps the manager in eliminating unqualified or unfit job seekers. The company can create a mechanism that attempts to measure certain characteristics of individuals like aptitude, manual dexterity, and intelligence to personality. The candidate may then be called for an in-depth conversation to evaluate their suitability for the job.

(a) Name the process and steps in the process of identifying and choosing the best person out of a number of prospective candidates for a job discussed above.

(b) Also explain the next three steps in the process which can be subsequently performed by the company.

(Term-II, 2021-22)

6.6 Training and Development-Concept and Importance, Methods of Training-On-the-Job and Off-the-Job, Vestibule Training, Apprenticeship Training and Internship Training

SA I (3 marks)

7. Explain 'Internship training' and 'vestibule training' and classify them as on-the-job and off-the-job methods of training.

(2020-21)

SA II (4 marks)

8. Enumerate any four benefits of the process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased.

(2022-23)

ANSWERS

Previous Years' CBSE Board Questions

1. Staffing is a continuous process to meet the growing needs of an organisation. Staffing is a continuous process because new jobs are created and some of the existing employees may leave the organisation. Even the existing employees need work appraisal training and development.

2. (a) Staffing function of management is suitable which could have helped Asha at the time of fulfilling her need of additional personnel in the organisation.

(b) Benefits of the function of Staffing are -

(i) Finding competent personnel - Staffing helps to find out and choose the right personnel required for various job positions in an organisation.

(ii) Improves efficiency - Staffing ensures that the right people are placed at the right jobs. This improves the overall efficiency and performance of an organisation.

(iii) Facilitates organisational growth- By ensuring the appointment of efficient and competent personnel for various jobs, staffing ensures the survival and growth of an organisation in the long run.

3. Employees are motivated to improve their performance when the organisation uses internal sources of recruitment.

This is because promotion at a higher-level lead to a chain of promotion at the lower levels in the organisation.

4. (a) Developing Compensation and incentive plans

(b) Handling grievances and complaints

5. Staffing improves job satisfaction and morale of employees through objective assessment and fair reward for their contribution, because they understand that the organisation is treating them fairly.

6. Being a Human Resource Manager of the company, Mr. Naresh is supposed to perform the following specialised activities:

(i) Human resource planning: To determine the number and types of personnel required in the organisation.

(ii) Selection: Choosing the most suitable candidates and their placements.

(iii) Developing compensation and incentive plan.

(iv) Training and development of employees and developing performance appraisal system.



- (v) Maintaining labour relations and management relations.
- (vi) Handling grievances and complaints of employees.
- (vii) Providing social security and welfare of employees.
- (viii) Defending the company in lawsuits and avoid legal complications.

7. Estimating Manpower requirements is to estimate the number and kind of personnel required in the organisation. This is done through workload analysis and workforce analysis. Workload Analysis is estimating how many persons we need on the other hand, Workforce Analysis refers to an estimation of the existing personnel in the organisation.

8. A workforce analysis refers to an estimation of the existing personnel in the organisation.

9. The concept which will help the Human Resource Manager is called 'workload analysis. It gives the assessment of quantity and quality of people needed in different department.

10. Steps in the process of staffing:

(a) Performance Appraisal Performance appraisal means evaluating an employee's current and/or past performance as against certain predetermined standards. It also includes providing feedback to the employee on his/her performance.

(b) Promotion and Career Planning: Promotions are an integral part of people's career. They refer to being placed in positions of increased responsibility. Managers need to design activities to serve employees' long-term interests.

(c) Compensation: Compensation refers to all forms of pay or rewards given to employees. They may be in the form of direct financial payments and indirect payments.

11. (a) Sources of recruitment used by the 'Senor Enterprises Ltd. to fill up the vacancies are:

(i) Internal Sources

Promotion: Promotion leads to shifting an employee to a higher position of higher responsibility which provides better facilities, status and pay. This helps to improve the motivation, loyalty and satisfaction level of the employee. In this case, movement of Miss Alka Pandit up in the hierarchy refers to promotion.

(ii) External Sources

Placement agencies and Management consultants : Placement agencies provide suitable personnel to companies. Management consultant firms help to recruit



technical, professional and managerial personnel. They maintain data bank of people with different qualifications and skills.

(b) (i) Merits of Promotion: It helps to motivate employees and improves loyalty and satisfaction level of the employees.

(ii) Placement Agencies and Management Consultants: They help to recruit technical, professional and managerial personnel.

12. First four steps in the process of 'staffing' are:

(i) Estimating manpower requirements, which involves knowing how many persons are needed and of what type.

(ii) Recruitment, which involves searching for prospective employees and stimulating them to apply for jobs in the organisation.

(iii) Selection - It involves choosing from among the pool of prospective job candidates developed at the stage of recruitment.

(iv) Placement and orientation - Placement refers to occupying of position by the employee for which he has been selected.

13. (a) Staffing and Controlling.

(b) Steps in staffing:

(i) Estimating manpower requirements which involves knowing how many persons are needed and of what skill and qualifications.

After doing work load and workforce analysis

(ii) Recruitment which involves searching for prospective employees internally and externally. The aim of recruitment is to create a pool of applicants in large number.

Steps in controlling :

(i) Setting performance standards : It is the first step in the process of controlling. Standards are benchmarks against which actual performance is measured. Standards can be set in both quantitative as well as qualitative terms.

(ii) Measurement of actual performance: The next step is measurement of actual performance.

(iii) Comparison of actual performance with set standards : Comparison of actual performance with standards will reveal the deviations. These deviations indicate gap between actual and desired results.

(c) Values which the company wants to communicate to the society:

(i) Gender equality

(ii) Upliftment of underprivileged sections of the society (concern for the society).

14. (a) Training and developing is the step of staffing process regarding which company decided to take action.

(b) Benefits of Training and development of employees to 'Moga Industries Ltd.':

(i) It improves competence of employees.

(ii) It motivates them to reach the top by improving their skills.

(iii) It also improves their efficiency and effectiveness.

(iv) Organisations are not only able to attract but also retain its talented people.

15. (a) Direct Recruitment

16. (b): (i) and (iii) only

17.

Recruitment is the process of staffing which creates a pool of candidates for vacancies. It is the process of searching for prospective candidates and stimulating them to apply for the vacancy in the organisation. It is a positive process as it creates a pool of job seekers for the firm.

[Topper's Answer, 2022]

18. External sources refer to the sources in which candidates are invited from outside the organisation. Two situations where external sources can be used without dissatisfying existing employees are:

(i) Specialised Personnel: When existing employees do not meet the requirements of a vacant position, then external sources can be used to recruit.

(ii) Insufficient Staff: In case the existing staff is overloaded, new recruitments can be done so that workload can be shared leading to overall productivity in employees.

19. Transfer is used as a good source of filling the vacancies internally because:

(i) Transfer has the benefit of shifting workforce from the surplus departments to those where there is shortage of staff.

(ii) It is helpful in avoiding termination and in removing individual problems and grievances.

(iii) It can also be used as a tool of training of employees for learning different jobs.

(iv) Filling of jobs through transfers is cheaper as compared to getting candidates from external sources.

(v) People recruited through transfers do not need induction training.

20. The source of recruitment that is being used is 'Campus Recruitment.

21. When the organisation uses internal sources of recruitment employees may become lethargic because they know that they will automatically get time-bound promotion.

22. The advantages of using external sources of recruitment are as follows:

(i) Qualified Personnel : By using external sources of recruitment, the management can attract qualified and trained people to apply for vacant jobs in the organisation.

(ii) Wider Choice: When vacancies are advertised widely, a large number of applicants from outside the organisation apply. The management has a wider choice while selecting the people for employment.

(iii) Fresh Talent: The present employees may be insufficient or they may not fulfil the specifications of the jobs to be filled. External recruitment provide wider choice and brings new blood in the organisation. However, it is expensive and time consuming.

(iv) Competitive Spirit If a company taps external sources, the existing staff will have to compete with the outsiders. They will work harder to show better performance.

23. Recruitment is a process that helps in finding possible candidates for a job. It is a process of searching of prospective employees and encouraging them to apply for job in the organisation. It is a positive process as it stimulates people to apply for jobs. Recruitment precedes the selection process. It creates a pool of candidates so that management can select the most suitable candidate.

24. The advantages of using external sources of recruitment are as follows:

(i) Qualified Personnel : By using external sources of recruitment, the management can attract qualified and trained people to apply for vacant jobs in the organisation.

(ii) Wider Choice: When vacancies are advertised widely, a large number of applicants from outside the organisation apply. The management has a wider choice while selecting the people for employment.

(iii) Fresh Talent: The present employees may be insufficient or they may not fulfill the specifications of the jobs to be filled. External recruitment provide wider choice and brings new blood in the organisation. However, it is expensive and time consuming.

(iv) Competitive Spirit: If a company taps external sources, the existing staff will have to compete with the outsiders. They will work harder to show better performance.

25.

- i) 'Employee's Recommendations' is a type of external source that is being discussed here.
- ii) Four advantages of external sources of recruitment are:-
- **Qualified Personnel** :- External sources provides employees or candidates with sufficient knowledge and qualifications and new skills that existing employee may not have.
 - **Wider choice** :- External sources provides a wider choice for the organization to choose from. It provides a wide range of different candidates.
 - **Competitive Spirit** :- Due to the arrival of new employees, the spirit or sense of competitiveness increases to a larger extent and existing employees work harder for better performance.
 - **Fresh Talent** :- Due to external sources, there is induction of new blood in organization and it along with arrival of new employees, fresh talent in the firm is also included.

[Topper's Answer, 2022]

26. Transfer and promotions are the two important sources of internal recruitment.

Transfers: It involves shifting of an employee from one job to another, one department to another or from one shift to another, without any major change in the responsibilities and status of the employee. However, it may lead to changes in duties and responsibilities, working condition etc. It may or may not lead to changes in the employee's salary. Transfer is a good source of filling the vacancies with employees taken from over staffed departments. It is practically a horizontal movement of employees. Shortage of suitable personnel in one branch may be filled through transfer from another branch or department. Job transfers are also helpful in avoiding termination and in removing individual problems and grievances. At the time of transfer, it should be ensured that the employee to be transferred to another job is capable of performing it. Transfers can also be used for training of employees for learning different job skills.

Promotions: Business organisations generally follow the practice of filling higher jobs by promoting employees from lower rung jobs. Promotion leads to shifting an employee to a higher position, carrying higher responsibilities. It also provides the employee better facilities, status and pay. Promotion is a vertical shifting of employees. This practice helps to improve the motivation, loyalty and satisfaction level of employees. Promotion has a positive psychological impact over the employees because a promotion at the higher level may lead to a chain of promotions at lower levels in the organization.

27. Merits of Internal Sources of Recruitment:

(i) Sources of Motivation: Opportunity of promotion motivates employees for better performance.

(ii) Simple process: It is a simple and reliable source as candidates already working in the organisation can be evaluated more accurately and economically.

(iii) Develop future managers: Transfer is a tool of training and developing the employees.

(iv) No over or under staffing: Transfer helps to shift surplus workforce to departments or places with shortage of staff.

(v) Economical: Internal sources of recruitment cost very little money.

28. Limitations of Internal Sources of Recruitment:

(i) Limited choice: This method limits the choice as selection is to be made from few candidates available within the organisation.

(ii) Lack of fresh talent: It prevents infusion of new talent in the company.

(iii) Not suitable for a new enterprise: A new company cannot use internal sources of recruitment.

(iv) Decrease in enthusiasm level: The employees may become lethargic if they know that they will automatically get time-bound promotions.

(v) Lack of competition: The spirit of competition among the employees may be hampered as there is no competition from the outside world.

29. Merits of external sources of recruitment are:

(a) Qualified Personnel : Requisite personnel having the required qualification, training and skills are available from the external sources.

(b) Fresh Talent: The entry of fresh talent into the organisation is encouraged. New employees bring new ideas to the organisation.

(c) Wide Choice: When vacancies are advertised, there are chances of receiving large number of applications.

Limitations of external sources of recruitment:

(a) Dissatisfaction among the existing staff as their chances of promotion is reduced.

(b) Recruitment from external source is a costly and lengthy process.

30. (b) Medical Examination

31. (d): Performance appraisal

32. (b): Aptitude

33. Aptitude Test

It indicates the person's capacity to develop and is a good index of a person's future success score.

34. The process of choosing the right candidate out of the gathered pool developed at the time of recruitment is known as selection.

35. The employment interview is conducted to evaluate the applicant's suitability for the job. The interviewer does this by seeking information from the candidate by asking different questions.

36. The steps Hemant has to take to complete the process of appointment of nurses:

(i) Medical Examination: After the selection decision, the candidate is required to undergo a medical fitness test.



(ii) Job Offer: The job offer is given to those applicants who have passed all the previous hurdles. Job offer is made through a letter of appointment containing a date by which the appointee must report on duty.

(iii) Contract of Employment: After the candidate accepts the offer a contract of employment is prepared containing rates of pay, allowances, hours of work, leave rules, etc.

37. Steps in the selection procedure, after the employment interview and before the job offer are:

(a) Reference and background checks: Many employers request names, addresses and telephone numbers of references for the purpose of verifying information and gaining additional information on an applicant.

(b) Selection decision: The final decision has to be made from among the candidates who pass the tests, interviews and reference checks.

(c) Medical examination: After the selection decision, the candidate is required to undergo a medical fitness test. Job offer is given to the candidate being declared fit after the medical examination.

38. Selection is the process in which candidates are eliminated at every stage and a few moves on the next stage till the right type of candidate is found.

Selection is the process of choosing from among the pool of the prospective candidates that have applied at the stage of recruitment. It ensures that the organisation gets the best among the available candidates.

39. (a) Staffing, the managerial function of filling and keeping filled the positions in the organisation structure.

(b) Estimating the Manpower Requirements: This involves determining the future manpower needs of the organisation. It is done through workload analysis and workforce analysis.

Workload analysis gives us an assessment of the quantity (number) and quality (types) of people necessary for the functioning of various jobs to accomplish organisational objectives. Workforce analysis gives us the number and type of workforce available. This study tells us whether we are understaffed, overstaffed or optimally staffed.

(c) Placement and Orientation, joining a job marks the beginning of socialisation of the employee at the workplace. The employee is given a brief presentation about the company and is introduced to his superiors, subordinates and the colleagues. He is taken around the workplace and given the charge of the job for which he has been selected.



(d) Selection, Selection is the process of choosing from among the pool of the prospective job candidates developed at the stage of recruitment. Even in case of highly specialised jobs where the choice space is very narrow, the rigour of the selection process serves two important purposes:

(i) it ensures that the organisation gets the best among the available, and (ii) it enhances the self-esteem and prestige of those selected and conveys to them the seriousness with which the things are done in the organisation.

40. (a) The steps that have been performed by 'Vandana Public School' in the process of identifying and choosing the best candidates are:

(i) Screening: As a first step, candidates who do not fulfil the basic criteria and qualifications required for the job are eliminated through a preliminary screening or preliminary interview.

(ii) Test: The next step is to further judge the candidate on different criteria. Organisations conduct various tests such as intelligence test, aptitude test, personality test, trade test and interest test.

(iii) Personal interview: A personal interview involves a direct conversation between the candidate and a manager. An in-depth conversation is conducted with the candidate to judge the individual's overall suitability for the job position.

(b) Trade test was conducted by the school. This test is used to measure and analyse the existing skills of the candidate. This test helps to measure the level of theoretical and practical knowledge possessed by a candidate in the area of the concerned subject.

41. The process discussed in the given line is "training". Benefits of training to the organisation

(i) Training is a systematic learning, always better than hit and trial methods which lead to wastage of efforts and money.

(ii) It enhances employee productivity both in terms of quantity and quality, leading to higher profits.

(iii) Training equips the future manager who can take over in case of emergency.

42. (a) (i) Vestibule Training: Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor. Actual work environments are created in a class room and employees use the same materials, files and equipment. This is usually done when employees are required to handle sophisticated machinery and equipment.

(ii) Internship Training: It is a joint programme of training in which educational institutions and business firms cooperate.



Selected candidates carry on regular studies for the prescribed period. They also work in some factory or office to acquire practical knowledge and skills.

43.

Vestibule training under the head of off-the-job-training can be used by the company. Under these training employees are sent off-campus and trained away from their actual workplace. They are trained with the dummy models of the sophisticated equipment so that they can easily handle such type of equipment at their actual workplace. A similar kind of dummy model is prepared away from workplace and employees are meant to train with them.

[Topper's Answer, 2022]

44.

Three benefits of training to employees are:-

- Training will help in increasing the knowledge and skill of the employee.
- These improved skill will result in higher wages and salaries to employees.
- With the help of training, they would be able to handle sophisticated machines, and will result in accident-prone activities.
- It will improve their self-confidence and it acts as an motivation to them, and will boost morale of employees.

[Topper's Answer, 2022]

45. (a) Training : Training refers to the process of enhancing the skills and competence of an employee that are required to perform a specific job. The focus of training is on developing just the right skills required for performing particular tasks and is, therefore, job-oriented.

(b) Development : Development refers to the process of developing the overall learning and maturity of the employee. It boosts the overall career prospects of the employee and is said to be career-oriented.



46. (i) Training helps in obtaining effective response to fast changing environment - technological and economic.

(ii) Training increases the satisfaction and morale of employees.

(iii) Training enhances employee productivity both in terms of quantity and quality, leading to higher profits.

(iv) Training makes the employees more efficient to handle machines.

47. (a) Vestibule Training: Vestibule Training is a method of training in which employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor. It is usually used when employees are required to handle sophisticated machinery and equipment.

(b) Apprenticeship Training/Programme : Apprenticeship Training/Programme is a method of training in which the trainee is kept under guidance of a master worker for a prescribed amount of time to acquire a higher level of skill. People who want to enter skilled trades e.g., plumbers & electricians, are often required to undergo such programme.

48. Training of employees by Vestibule training or/on the job training will help the workers to handle their jobs better.

The workers will benefit in the following way:

(a) It reduces accidents as the employees become well trained to handle the machines.

(b) It improves the morale of the employees.

(c) It helps in promotion and career growth due to improved skills and knowledge.

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Employee's training in an organisation is necessary due to the following reasons:

(a) Systematic learning: Training is systematic learning, which is better than hit and trial methods that lead to wastage of efforts, time and money.



(b) Increase in productivity: A trained worker is more efficient in his work. He has better skills for his job. This leads to increased output, which is profitable for the company.

(c) Fewer accidents: Trained employees are better in handling machinery and equipment thereby; the chances of accidents are reduced.

(d) High motivation and morale: Training reduces the rate of labour turnover and absenteeism and increases job satisfaction. This improves staff morale and self-esteem.

(e) Lowered Supervision Costs: Trained employees are able to work on their own in a more efficient manner. Therefore, they do not require to be 'looked after' much. This reduces the cost of supervision.

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51. Benefits of Training for the organisation are as follows:



(i) Increase in productivity: A trained worker is more efficient in his work. He has better knowledge, skill and speed for his job. This leads to more output, which is profitable for the enterprise.

(ii) Proper use and handling of machinery: A trained worker has proper knowledge for operating machinery and equipment in the right manner. This ensures proper use of the organisation's resources.

(iii) Fewer accidents: Trained employees are proficient in handling machinery and equipments. Thereby, the chances of accidents are reduced.

(iv) Less supervision required Training infuses confidence in employees, which minimizes the need for constant supervision.

CBSE Sample Questions

1. (i) Workload analysis : This would enable an assessment of the number and types of human resources necessary for the performance of various jobs and accomplishment of organisational objectives.

(ii) Workforce analysis: This would reveal the number and type available.

2. Selection : Selection is the process of choosing from among the pool of the prospective job candidates developed at the stage of recruitment. Even in case of highly specialised jobs where the choice space is very narrow, the rigour of the selection process serves two important purposes: (i) it ensures that the organisation gets the best among the available and (ii) it enhances the self-esteem and prestige of those selected and conveys to them the seriousness with which the things are done in the organisation.

Placement and orientation: Orientation is introducing the selected employee to other employees and familiarising him with the rules and policies of the organisation. Placement refers to the employee occupying the position or post for which the person has been selected.

3. Two sources of internal recruitment:

(i) Promotion refers to shifting of an employee to a higher position, carrying higher responsibilities, facilities, status and pay.

(ii) Transfer involves shifting of an employee from one job to another, one department to another, without substantive change in the responsibilities and status of the employee.

4. Merits of external sources:

(i) Qualified personnel : By using external sources of recruitment, the management can attract qualified and trained people to apply for vacant jobs in the organisation.



(ii) Wider choice: When vacancies are advertised wisely, a large number of applicants from outside the organisation can apply. The management has a wider choice while selecting the people for employment.

(iii) Fresh Talent: The present employees may be insufficient or they may not fulfill the specifications of the jobs to be filled. External recruitment provides wider choice and brings new blood in the organisation.

(iv) Competitive spirit: If a company taps external sources, the existing sources, the existing staff will have to compete with the outsiders. They will work harder to show better performance

5. Selection test is the mechanism that attempts to measure certain characteristics of individuals in the process of identifying and choosing the best person out of the number of prospective candidates for the job.

Types of tests are:

(a) Intelligence test is one of the important psychological tests used to measure the level of intelligence quotient of an individual and is an indicator of a person's ability or the ability to make decisions and judgments.

(b) Aptitude test is a measure of an individual's potential for learning new skills and indicates the person's capacity to develop.

(c) Personality tests provide clues to a person's emotions, her reactions, maturity, and value system and probe the overall personality.

(d) Trade tests measure the existing skills of the individual, level of knowledge and proficiency in the area of professions or technical training.

(e) Interest tests are used to know the pattern of interests or involvement of a person.

6. (a) Selection

Steps in the process of selection discussed:

(i) Preliminary Screening.

(ii) Selection Tests.

(iii) Employment interview

(b) Next three steps are:

(i) Reference and background checks: Many employers request names, addresses and telephone numbers of references for the purpose of verifying information and gaining additional information on an applicant. Previous employers, known persons, teachers and university professors can act as references.

(ii) Selection Decision: The final decision has to be made from among the candidates who passed the tests, interviews and reference checks. The views of the concerned manager will be generally considered in the final selection.

(iii) Medical Examination: After the selection decision and before the job offer is made, the candidate is required to undergo a medical fitness test. The job offer is given to the candidate being declared fit after the medical examination.

7. Internship training is a joint programme of training in which educational institutions and business firms cooperate. Selected candidates carry on regular studies for the prescribed period. Vestibule training-Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor. Actual work environments are created in a class room and employees use the same material, files and equipment. Internship training can be classified as on-the-job method of training. Vestibule training can be classified as off-the-job method of training.

8. The benefits of training to an organisation are as follows:

(i) Training is a systematic learning, always better than hit and trial methods which lead to wastage of efforts and money.

(ii) It enhances employee productivity both in terms of quantity and quality, leading to higher profits.

(iii) Training equips the future manager who can take over in case of emergency.

(iv) Training increases employee morale and reduces absenteeism and employee turnover.

(v) It helps in obtaining an effective response to a fast-changing environment - technological and economic.

