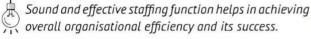# 6 Staffing

▶ **Staffing:** Staffing is concerned with obtaining, utilising and maintaining a satisfactory and satisfied workforce.

Knowledge BOOSTER

Sound and effective staffing function helps in achieving overall organisational efficiency and its success.

▶ **Importance/Benefits of Staffing**
  ➤ **Filling Jobs with Competent Personnel:** It helps in discovering and obtaining competent personnel for various jobs within an organisation.
  ➤ **Better Performance:** By putting right person on the right job, it leads to a higher performance of the employees.
  ➤ **Continuous Survival and Growth:** It ensures the continuous survival and growth of the enterprise through the succession planning for managers.
  ➤ **Optimum Utilisation of Resources:** It helps to ensure optimum utilisation of the human resources by avoiding overstaffing
  ➤ **Improves Job Satisfaction and Morale:** It improves job satisfaction and morale of the employees through objective assessment and fair rewards for their contribution.

▶ **Human Resource Management**
  ➤ It involves procuring, developing, maintaining and appraising a competent workforce to achieve the goals efficiently and effectively.
  ➤ Staffing is an integral part of human resource management because it deals with the human element of management.

Knowledge BOOSTER

Human Resource Management is a specialised area which requires expertise of many people.

▶ **Duties or Specialised Activities of Human Resource Management:** Human Resource Management (HRM) includes many specialised activities or duties which the human resource personnel must perform. These duties or specialised activities are:
  ➤ Search for qualified personnel
  ➤ Analysing jobs and prepare job descriptions
  ➤ Selection
  ➤ Developing compensation and incentive plans
  ➤ Placement and orientation
  ➤ Training and development
  ➤ Maintaining labour and union management relations

  ➤ Handling grievances
  ➤ Providing for social security
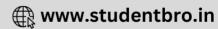 ➤ Defending the company in law suits and avoiding legal complications.

▶ **Staffing Process**
  ➤ **Estimating the Manpower Requirements:** Understanding and estimating the manpower requirement is the very first step in the process of staffing. It includes workload and workforce analysis.
  ➤ **Recruitment:** It is the process of searching for prospective employees and stimulating them to apply for the jobs in the organisation. An organisation may use both internal as well as external sources for the purpose of recruitment.
  ➤ **Selection:** It is the process of selecting and appointing the right candidates for various job positions in the organisation.

Knowledge BOOSTER

Recruitment is a positive process as it aims at encouraging more and more employees to apply for a specific job, whereas Selection is a negative process as it involves rejection of the unsuitable candidates.

  ➤ **Placement and Orientation:** Placement refers to putting a selected candidate at a particular job position. It simply means placing the selected person on-the-job for which he has been selected. Orientation or induction refers to familiarising the selected candidate with other employees as well as with the rules and regulations of the organisation.
  ➤ **Training and Development:** It refers to the process of imparting necessary skills and knowledge to the employees to enhance their level of performance. It involves organised procedures by which employees gain knowledge and special skills to accomplish a particular job. Training benefits both the employees as well as the organisation. Training increases the morale of the employees and makes them more competent and efficient.
  Development is a continuous process of building competencies in employees and facilitating growth in them in order to increase their capabilities for handling higher/bigger position jobs in future.
  ➤ **Performance Appraisal:** Performance appraisal is a systematic evaluation of the individual with respect to his performance on-the-job and his potential for development. Organisation can use formal or informal means of appraising their employee's performance.

- **Promotion and Career Planning:** Promotion means shifting of an employee to a higher position carrying higher responsibilities, status and pay. Managers should undertake activities that enhance job satisfaction of the employees.

  Career planning is the process by which one selects career goals and the path to these goals. The major focus of career planning is on assisting the employees to achieve a better match between personal goals and the opportunities that are realistically available in the organisation.

Knowledge BOOSTER
Promotion refers to the advancement of an employee in the management hierarchy.

- **Compensation:** Compensation can be divided into two categories:
  - **Time Bound:** Salaries and wages.
  - **Performance Based:** Incentives given in the form of profit sharing, bonus, etc.
- **Aspects of Staffing:** Recruitment, selection and training, are three aspects of staffing.
- **Recruitment:** Recruitment is the process of creating a list of prospective employees and stimulating them to apply for a job in the organisation.
- **Sources of Recruitment**
  - **Internal Sources of Recruitment:** These refer to filling posts from within the organisation. Various internal sources of recruitment are:
    - **Transfer:** Horizontal shifting of an employee from one department to another without any significant change in compensation and status.
    - **Promotion:** Vertical shifting of an employee to a higher position with significant improvements in compensation and status.
  - **Advantages/Merits/Benefits of Internal Sources of Recruitment**
    - Motivates employees to improve their performance.
    - Simplifies the process of selection and placement.
    - No need of induction training.
    - Maintenance of adequate workforce in an organisation.
    - Jobs are filled economically.
  - **Disadvantages/Demerits/Limitations of Internal Sources of Recruitment**
    - Guaranteed promotions make employees lazy.
    - Lack of qualified, fresh talent from outside.
    - Reduced level of competition as people within the organisation compete with each other.
    - Limited choice available to the management.
    - Not applicable to new enterprise.
  - **External Sources of Recruitment:** These refer to the recruitment of candidates from outside the organisation. Various external sources of recruitment are:
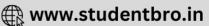
- **Direct Recruitment:** A notice is placed on the notice board of the organisation or on factory gate specifying the details of the jobs available. This mode of recruitment generally helps in fulfilling requirement of unskilled or semi-skilled workers.
- **Casual Callers:** Data of unsolicited applicants is maintained by the companies. Such data can be used to fill the current vacancies in the organisation.
- **Advertisement:** It can be given both in printed form, electronic media and social media. This is a good source but also attracts attention of many non-serious candidates.
- **Employment Exchanges:** They are run by the government and can act as a good link between job seekers and job providers. Sometimes the employment exchanges do not keep proper updation of records.

Knowledge BOOSTER
Employment exchanges run by government are used for filling unskilled and semi-skilled jobs.

- **Campus Recruitment:** Companies visit campus of various colleges and universities to hire young and fresh talent.
- **Recommendations of Employees:** Employees working within an organisation also recommend people they know. This is another reliable source of recruitment.
- **Labour Contractors:** These contractors have a ready database of labourers, so they can provide the required number of labourers at a short notice.
- **Web Publishing:** Many websites, on the internet act as a medium between the job seekers and the job providers. *e.g.,* naukri.com, Indeed.com, etc.
- **Placement and Management Consultants:** Placement consultants act as a reliable connection between the job seekers and the job providers for a charge.

  Management consultants provide their services for filling middle-level and top-level managerial positions.
- **Advantages/Merits/Benefits of External Sources of Recruitment**
  - External sources provide fresh talent from outside.
  - Organisation gets a wider choice to choose from spirit of competition increases as fresh talent enters an organisation creating intense competition among all the employees.
  - Organisation can have access to more qualified personnel.
  - When external sources join the organisation, existing employees will compete with new external resources by working hard. Hence, there is a competitive spirit among existing and external resources in the organisation.

- ➤ **Disadvantages/Demerits/Limitations of External Sources of Recruitment**
  - Time consuming and lengthy process.
  - Costly process (unlike internal recruitment which does not cost much in comparison).
  - Existing employees feel threatened as new employees from outside may create new challenges for them.
- ▶ **Selection:** It is the process of selecting and appointing the right candidates for various job positions in the organisation.

  "Selection is a managerial decision-making process as to predict which job applicants will be successful if hired."

  —*David and Robbins*
- ▶ **Steps in the Process of Selection**
  - ➤ **Preliminary Screening:** Preliminary screening helps the manager to eliminate unqualified or unfit job seekers based on information supplied in the application forms.
  - ➤ **Selection Tests:** Selection tests measure aptitudes, intelligence, personality, etc. of candidates who have applied for vacant jobs. There are various types of selection tests, like intelligence test, aptitude test, personality test, trade test, interest test, etc.
  - ➤ **Employment Interview:** Interview is a formal, in-depth conversation between interviewer and interviewee conducted to evaluate the applicant's suitability for the job. The role of the interviewer is to seek information, which the interviewee provides. Sometimes, the interviewee may also seek information about the job and company.

Knowledge BOOSTER

Important Tests used for Selection of Employees
- **Intelligence Tests:** *These tests include important psychological tests used to measure the level of intelligence quotient of an individual.*
- **Aptitude Test:** *It is a measure of an individual's potential for learning new skills.*
- **Personality Tests:** *These tests give an insight into a person's emotions, reactions, maturity and value system, etc.*
- **Trade Test:** *This test seeks to measure the existing skills of an individual.*
- **Interest Test:** *It is used to know about the interests and level of involvement of a person.*

- ➤ **Reference and Background Check:** It is carried out for the purpose of verifying information and gaining additional information about the applicant.
- ➤ **Selection Decision:** It is made from among the candidates who pass the test and interview.
- ➤ **Medical Examination:** The selected candidates are asked to undergo a medical examination before the job offer is made.
- ➤ **Job Offer:** It is made to those applicants who have passed all the previous tests.

- ➤ **Contract of Employment:** It is issued to the selected candidate and includes information like job title, duties, responsibilities, date of joining, pay and allowances, etc.
- ▶ **Training and Development**
  - ➤ Training is a job related process which enhances the required abilities and skills of an employee connected with the job. It is a systematic and continuous process of improving skills.
  - ➤ Development is a career related process which enhances the learning and growth of an employee connected with his overall development.

Knowledge BOOSTER

Training increases the job skill, while development shapes the attitudes.

- ▶ **Importance/Benefits of Training and Development**
  - ➤ **Benefits of Training and Development to the Organisation**
    - Organisations are able to adapt to the changing environment in a quick manner with proper training of their staff.
    - The state of mind of the whole team remains focused and positive due to proper training at regular intervals of time.
    - Training imparts systematic learning, better than hit and trial methods.
    - Future managers can only be groomed in an organisation, if the current employees are properly trained and developed.
  - ➤ **Benefits of Training and Development to the Employees**
    - Skill and knowledge of the employees increase with the proper training modules. This helps an employee in career advancement.
    - Modern sophisticated machinery can only be handled if proper training is given.
    - Training gives a sense of satisfaction to the employees. It also improves the morale of employees.

Difference between Training and Development

S.No.	Basis of Difference	Training	Development
(i)	Concept	It is a process of increasing knowledge and skills.	It is a process of learning and growth.
(ii)	Purpose	Training aims to enable the employee to do the job better.	Development aims for overall growth of employee.
(iii)	Orientation	It is job oriented process.	It is career oriented process.
(iv)	Scope of learning	It has narrow scope as it is a part of development.	It has broader scope as it includes training.

(v)	Suitability	It is more suitable for technical staff.	It is more suitable for managerial staff.
(vi)	Duration	It is a short-term process.	It is a long-term process as it is career oriented.
(vii)	Level of trainees involved	It is mostly used for operative employees.	It is generally applied to the growth of managerial personnel.
(viii)	Depth of knowledge imparted	The knowledge is imparted for doing a particular job.	The knowledge is imparted for growth of an employee in all respects.

► **Methods of Training:** The important methods of training are broadly categorised into two groups:

➤ **On-the-Job Methods:** These methods provide training to the employees while they are actually working at the workplace. These methods include:

- **Internship Training:** It is a method for providing on-the-job training to the employees through a joint programme in which educational institutions and business firms cooperate. The learners carry on with their regular studies for the prescribed period. They also work in some factory or office to acquire practical knowledge and skills related to their specific field of expertise.

Knowledge BOOSTER

The basic aim of internship training is to achieve a balance between theoretical and practical knowledge.

- **Induction Training:** It is given to the new employees in order to familiarise them with the key employees of the organisation and give information about the working of the organisation.
- **Apprenticeship Training:** It is provided to the people seeking to enter skilled jobs like plumbers, electricians or iron workers. They are provided training under the guidance of a master worker.

- **Coaching:** In this method, superiors guide and coach the employees and suggests them as to how to achieve goals. They review the employee's progress periodically and suggest changes required in their behaviour and performance.

➤ **Off-the-Job Methods:** These methods provide training to the employees away from the workplace. These methods include:

- **Classroom Lectures or Conferences:** These lectures are well-adapted to convey specific information, methods, rules, etc. The lecturer can use audio-visual aids to the lectures interesting and to clarify difficult points.
- **Computer Modelling:** The work environment is simulated by programming a computer to initiate specific realities of the job and to take experience of real life situations.
- **Case Study:** Taken from experiences of the organisation, case study represent a real life problem that managers have faced. New employees study the case and determine the problem faced, analyse its causes, draw up a plan and then implement it.
- **Vestibule Training:** It is a popular method for providing off-the-job training through which the trainees learn their jobs on the equipment that they will be using at their actual workplace. This is usually done when employees are required to handle sophisticated machinery and equipment.
- **Films**
  - Films provide information and demonstrate skills that are not easily represented by other techniques.
  - Films are an effective tool/method of providing off-the-job training when used in combination with classroom lectures/conferences.
- **Programmed Instruction:** Under this method, information is broken into meaningful units and these units are arranged in a proper way to form a logical and sequential learning package, *i.e.,* from simple to complex. The trainee goes through these units by answering questions or filling the blanks, it is an effective method of providing off-the-job training.
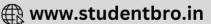
Practice Exercise

Multiple Choice Questions

Q 1. In staffing, recruitment is a .... process, whereas selection is a .... process.
   a. negative, positive
   b. positive, negative
   c. neutral, negative
   d. positive, neutral

Q 2. The function of staffing is performed by:
   a. top-level management
   b. middle-level management
   c. operational level management
   d. at all the levels of management

Q 3. .... refers to systematic evaluation of employee's performance against predetermined standards.
   a. Recruitment
   b. Selection
   c. Promotion
   d. Performance appraisal

Q 4.

Identify the external source of recruitment illustrated by the given picture.

a. Recommendations of employees
b. Labour contractors
c. Campus recruitment
d. Casual callers

Q 5. Badli workers are recruited by an organisation through:

a. direct recruitment
b. employment exchange
c. advertisement
d. casual callers

Q 6. The next step in the 'Selection Process after Selection Decision' is: *(CBSE 2023)*

a. Job offer
b. Medical examination
c. Selection tests
d. Contract of employment

Q 7. Under this type of training, employees are trained on the dummy model:

a. internship training
b. vestibule training
c. apprenticeship training
d. induction training

Q 8. Name the process which leads to the overall growth of an employee.

a. Training
b. Education
c. Development
d. None of these

Q 9. The activities whose outcome not only improves the job performance but also help individuals in the progress towards maturity and actualisation of their potential capacities is known as: *(CBSE 2023)*

a. Training
b. Education
c. Development
d. Performance appraisal

Q 10. Which of the following tests measures the existing skill of an individual?

a. Intelligence test
b. Interest test
c. Trade test
d. Aptitude test

TiP

Trade test determines the aptitude of a prospective employee to operate a specific machinery or do a particular type as job.

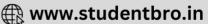**Q 11.** .... is a joint programme of training between the educational institutions and business firms.

a. Apprenticeship training
b. Vestibule training
c. Internship training
d. Induction training

Q 12. Identify the external source of recruitment illustrated by the picture given below. *(CBSE 2023)*

a. Direct recruitment
b. Casual callers
c. Advertisement
d. Labour contractor

Q 13. Astra Builders has to deliver the flats to its buyers on time. Due to this, there is sudden rush of work. Therefore, the company needs arrange workers at the sites at a short notice. The source of recruitment which may be used by the company to tap the casual vacancy is:

a. direct recruitment
b. advertisement
c. recommendation of employees
d. employment exchange

Q 14. Transfer is a .... movement of employees whereas promotion is a .... movement of employees in an organisation.

a. horizontal, vertical
b. vertical, horizontal
c. diagonal, horizontal
d. vertical, diagonal

Q 15. SCT Service's CEO Rajan Gopinath's compensation includes salary, commission and other allowances. The company also pays for his insurance and vacations. Identify one indirect payment being made by the company to the CEO.

a. Employer Paid Insurance
b. Salary
c. Commission
d. Allowances

Q 16. Match the items given under Column I with the suitable statements under Column II:

Column I	Column II
A. Placement	(i) Evaluating an employee's performance against certain predetermined standards.
B. Training	(ii) Refers to assigning the post to the employee for which he has been selected.
C. Performance appraisal	(iii) Familiarising the selected employee to other employees and with the rules of the organisation.
D. Orientation	(iv) Process by which skills and abilities of employees to perform specific jobs are increased.

	A B C D		A B C D
a.	(ii), (iv), (i), (iii)	b.	(iii), (i), (iv), (ii)
c.	(i), (ii), (iii), (iv)	d.	(ii), (i), (iv), (iii)

Q 17. Nominal remuneration in the form of stipend is paid in case of:
a. internship training
b. induction training
c. apprenticeship training
d. vestibule training

Q 18. ....reveal the number and type of employees available with the organisation.
a. Training
b. Workforce analysis
c. Workload analysis
d. Selection

Q 19. The process of training to employees is a:
a. one time process
b. temporary process
c. monthly process
d. continuous process

Q 20. Identify the correct order of first four steps of staffing process.
1. Selection
2. Placement and Orientation
3. Estimating the Manpower Requirements
4. Recruitment
a. $1 \to 2 \to 3 \to 4$
b. $4 \to 2 \to 3 \to 1$
c. $2 \to 3 \to 4 \to 1$
d. $3 \to 4 \to 1 \to 2$

Q 21. Promotion involves:
a. financial incentives
b. non-financial incentives
c. Both a. and b.
d. None of the above

Q 22. Staffing fills the .... structure in the organisation.
a. organisational
b. potential
c. motivational
d. None of these

Q 23. .... is an undesirable situation as it leads to more pay and less work.
a. Understaffing
b. Overstaffing
c. Optimum staffing
d. None of these

Q 24. A clerk of the company is now appointed to the post of chief accountant. Which method of recruitment is being used?
a. Direct recruitment
b. Casual callers
c. Transfer
d. Promotion

Q 25. .... is broader in scope than ....
a. Training, development
b. Development, training
c. Staffing, training
d. Training, staffing

Q 26. Under which of the following methods, training is not provided to employees at the place where he actually performs his work?
a. Coaching
b. Internship programmes
c. Job rotation
d. Conferences

Q 27. .... refers to an assessment of the number and type of human resources necessary for the performance of various jobs and accomplishment of organisational objective.
a. Performance based direct financial payment
b. Workload analysis
c. Training
d. Selection

Q 28. XYZ Ltd. is a highly reputed company and many people wanted to join this company. The employees of this organisation are very happy and they discussed how they came in contact with this organisation. Ashu said that he was introduced by the present quality manager, Mr Verma. Ali said that he was directly called from IIM Ahmedabad from where he was about to complete his MBA. The above discussion is indicating an important function of management. Identify the function of management.
a. Planning
b. Staffing
c. Controlling
d. Organising

Q 29. A company PMV Ltd. is setting up a new plant in India for manufacturing auto components. India has highly competitive and cost-effective production base in this sector. PMV Ltd. is planning to capture about 40% of the market share in India and also export to the tune of at least $ 5 million in about 2 years of its planned operations. To achieve these targets, it requires a highly trained and motivated workforce. You have been retained by the company to advise it in this matter. Which sources of recruitment the company should rely upon?
a. Internal source
b. External source
c. Both a. and b.
d. None of these

Q 30. A company gets application on and off even without declaring any vacancy. However, as and when the vacancy arises, the company makes use of such applications. Name the sources of recruitment used by the company.
a. Campus selection
b. Casual callers
c. Direct recruitment
d. Placement agencies

Q 31. Statement I: Recruitment is a positive step in the process of staffing.
Statement II: Internal sources of recruitment boosts up the morale of employees.
Choose the correct option from the options given below:
a. Statement I is true and II is false.
b. Statement II is true and I is false.
c. Both the statements are true.
d. Both the statements are false.

Q 32. Statement I: External recruitment is an economical source of recruitment.
Statement II: To recruit staff from external sources, advertising and processing of applications is needed.
Choose the correct option from the options given below:
a. Statement I is true and II is false.
b. Statement II is true and I is false.
c. Both the statements are true.
d. Both the statements are false.

Q 33. Statement I: The staffing function has assumed greater importance in the present scenario.
Statement II: There has been rapid advancement of technology increasing size of organisation and complicated behaviour of human beings.

Choose the correct option from the options given below:

a. Statement I is true and II is false.
b. Statement II is true and I is false.
c. Both the statements are true.
d. Both the statements are false.

Q 34. Statement I: Staffing function is pervasive.

Statement II: Staffing function is required only at top level.

Choose the correct option from the options given below:

a. Statement I is true and II is false.
b. Statement II is true and I is false.
c. Both the statements are true.
d. Both the statements are false.

Assertion & Reason Type Questions

Directions (Q. Nos. 35-41): *There are two statements marked as Assertion (A) and Reason (R). Read the statements and choose the appropriate option from the options given below:*

a. Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).
b. Both Assertion (A) and Reason (R) are true, but Reason (R) is not the correct explanation of Assertion (A).
c. Assertion (A) is true, but Reason (R) is false.
d. Assertion (A) is false, but Reason (R) is true.

Q 35. Assertion (A): Recruitment may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.

Reason (R): Objective of recruitment is to create a pool of prospective candidates, for best selection of candidate.

Q 36. Assertion (A): Development refers to the learning opportunities designed to help employees enhance their personality.

Reason (R): Education helps to develop the capacities of analysis, synthesis and objectivity.

Q 37. Assertion (A): External sources of recruitment boosts up the morale of employees.

Reason (R): External sources helps to bring fresh talent into the organisation.

Q 38. Assertion (A): Staffing is primarily concerned with finding the right person for the right position at the right time.

Reason (R): By placing the right person at the right job, it ensures better performance.

Q 39. Assertion (A): Transfer is shifting an employee to similar job with no changes in salary, status and responsibility.

Reason (R): Promotion means shifting an employee to higher post with higher salary, status and responsibility.

Q 40. Assertion (A): Staffing ensures the continuous survival and growth of the enterprise.

Reason (R): Staffing helps in creating new jobs every time, as employees may leave the organisation off and on.

Q 41. Assertion (A): Selection is the process of carefully screening the candidates.

Reason (R): Recruitment leads to optimum use of resources.

Answers

1. (b) positive, negative
2. (d) at all the levels of management
3. (d) Performance appraisal
4. (c) Campus recruitment
5. (a) direct recruitment
6. (c) Selection tests
7. (b) vestibule training
8. (c) Development
9. (a) training
10. (c) Trade test
11. (c) Internship training
12. (c) Advertisement
13. (a) direct recruitment
14. (a) horizontal, vertical
15. (a) Employer Paid Insurance
16. (a) A-(ii), B-(iv), C-(i), D-(iii)
17. (a) internship training
18. (b) Workforce analysis
19. (d) continuous process
20. (d) 3 → 4 → 1 → 2
21. (c) Both a. and b.
22. (a) organisational
23. (a) Understaffing
24. (d) Promotion
25. (b) Development, training
26. (c) Job rotation
27. (b) Workload analysis
28. (b) Staffing
29. (b) External source
30. (b) Casual callers
31. (c) Both the statements are true.
32. (b) Statement II is true and I is false.
33. (c) Both the statements are true.
34. (a) Statement I is true and II is false.
35. (a) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).

36. (b) Both Assertion (A) and Reason (R) are true. but Reason (R) is not the correct explanation of Assertion (A).

37. (d) Assertion (A) is false. but Reason (R) is true.

38. (a) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).

39. (b) Both Assertion (A) and Reason (R) are true. but Reason (R) is not the correct explanation of Assertion (A).

40. (a) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).

41. (a) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).

Case Study Based Questions ↘

Case Study 1

Read the extract given below and answer the questions on the basis of the same:

Creative Ltd. was in search of a manager for HR department. It advertised for the post in the leading newspapers. Many candidates applied for the job. After rigorous selection procedure, Shivani who crossed all the hurdles of the selection process of Creative Ltd. was offered the employment contract. On the first day of joining, she was assigned a specific job and was introduced with the colleagues and was told about the rules of the company.

Q 1. The given case highlights one of the step of an important function of management. Identify the management function.

a. Planning   b. Organising

c. Staffing   d. Controlling

Q 2. "Creative Ltd. .... newspapers." Which aspect of staffing function of management is referred in the given lines?

a. Selection   b. Recruitment

c. Training   d. Development

Q 3. "On the first day .... job." Which step of the staffing function is highlighted in the given lines?

a. Placement

b. Performance appraisal

c. Orientation

d. Training

Q 4. "She was introduced with the colleagues .... company." Which step of the staffing function is highlighted in the given lines?

a. Placement   b. Orientation

c. Training   d. Development

Case Study 2

Read the extract given below and answer the questions on the basis of the same:

X Ltd. is a leading garment manufacturer in Uttar Pradesh. It has various manufacturing units in different cities of Uttar Pradesh. Demand for garments increases multifold during the festive season. As, Diwali was approaching near, rush of work also increased. So, X Ltd. decided to hire employees to meet up the increased production and sales targets. Basically, X Ltd. wanted one production manager and one marketing manager who can efficiently manage the increased production and sales during the season. It also needed some labour for the production department. All these vacancies popped up in the Meerut unit of X Ltd.

For filling up the post of marketing manager, X Ltd., decided to shift Mr Rahul, an efficient worker working under Mr Mahajan, (ex-marketing manager) who got rewarded the previous year for his excellent performance in boosting the sales of the company.

For filling up the post of production manager, X Ltd. decided to shift Mr Bose who was working as a production manager in one of its units in Lucknow in Uttar Pradesh. This unit from which the shifting took place had surplus workforce.

Finally, for filling the labour vacancies of the production department, X Ltd., decided to fill it by two methods.

Some of them were recruited through the agents who arranged them at a short notice whereas the remaining were recruited by placing a notice on the notice board of the enterprise specifying the details of the job available.

Q 1. Which method of recruitment is followed by X Ltd. in filling up the post of marketing manager?

a. Transfer

b. Promotion

c. Casual caller

d. Employment exchange

Q 2. Which source of recruitment was used by X Ltd. (Meerut unit) for filling the post of production manager?

a. Transfer   b. Promotion

c. Advertisement   d. Web publishing

Q 3. "Some of them..................notice." Which source of recruitment was used by X Ltd. (Meerut unit) for filling these labour vacancies?

a. Labour contractors   b. Casual callers

c. Advertisement   d. Campus recruitment

Q 4. "The remaining..........available." Which source of recruitment is mentioned in these lines?

a. Labour contractors   b. Direct recruitment

c. Casual callers   d. Advertisement

Answers

1. (c)   2. (b)   3. (a)   4. (b)
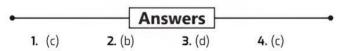
Answers

1. (b)   2. (a)   3. (a)   4. (b)

Case Study 3

Read the extract given below and answer the questions on the basis of the same:

The Star Group is recognised for Indian values such as respect, humanity, consideration of others, discipline and honesty. Its recruiters look for free character traits like respect for elders, cheerfulness and neediness. The selected candidates are sent to the nearest of six residential Star Group Skill-Certification Centres.

Managers go through for 18 months classroom training and on-the-job operations training. The Star Group's training programmes not only motivate employees, but they also create a favourable organisational culture. HN Sharma, the senior Vice President of Human Resources for the Star Group, notes, "If you empower employees to take decisions as agents of the customer, it energises them and makes them feel in command."

Q 1. Which function of management is highlighted in the above case?
a. Planning
b. Organising
c. Staffing
d. Controlling

Q 2. Which type of selection test, the Star Group must be focusing at?
a. Intelligence test
b. Personality test
c. Aptitude test
d. Trade test

Q 3. Which stage of staffing process is not mentioned in the case study?
a. Recruitment
b. Selection
c. Training
d. Performance appraisal

Q 4. What kind of training, the managers of hotel Star have to go through?
a. On-the-job
b. Off-the-job
c. Both a. and b.
d. None of these

Answers

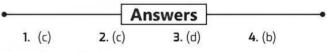1. (c) 2. (b) 3. (d) 4. (c)

Case Study 4

Read the extract given below and answer the questions on the basis of the same:

Mr Purushottam recently took over as the personnel manager of R.K. Udyog Limited. Soon after taking the charge, he noticed so many posts lying vacant in the company. Because of this very reason, the performance of the company was going on slowly. Mr Purushottam collected from all the departments, the necessary data of manpower and its type. Then from that he collected the data of the available manpower and its type from the different departments. On analysing the data of both these types, he concluded that manpower in the company was less than required.

Mr Purushottam went to the university from where he had completed his education only a year ago. There he came across so many such students who could prove themselves to be good managers. All of them were keen to join the company also. Mr Purushottam asked all the applicants to suggest two names each related to the context. After completing investigations, he handed over appointment letters to six out of ten of the applicants. Five out of them joined the company. Soon after joining the posts in the company, a brief presentation about the company was given to them. Now, slowly the performance of the company had begun to improve. In this way, Mr Purushottam's joining the company proved to be profitable.

Q 1. "Mr Purushottam obtained the information on the available number and type of manpower in the company." To which of the following concepts is this related?
a. Workload analysis
b. Recruitment
c. Workforce analysis
d. Selection

Q 2. "Then from that he collected the data of the available manpower and its type from the different departments. On analysing the data of both these types, he concluded that manpower in the company was less than required." Which step of staffing is highlighted here?
a. Recruitment
b. Training
c. Estimating manpower requirement
d. Selection

Q 3. Which of the sources of recruitment is Mr Purushottam visiting the university and looking for the desired manpower related to?
a. Direct recruitment
b. Casual callers
c. Placement agencies
d. Campus recruitment

Q 4. "To six out of the total ten applicants were handed over the appointment letters." Which of the stage of selection process is to be considered?
a. Preliminary screening
b. Job offer
c. Contract of employment
d. Selection decision

Answers

1. (c) 2. (c) 3. (d) 4. (b)

Case Study 5

Read the extract given below and answer the questions on the basis of the same:

'Myclass' is a chain of departmental stores in India with 56 outlets. It sells the best products at the lowest price. The Human Resource Department takes care to select, train, motivate and retain the employees. Currently, it has 170 full time employees and 30 part time employees.

For top-level management, employees are recruited through private consultants. These professional recruiters can entice the needed top executives from other companies by making the right offers. Employees appointed at the entry level are recruited through walk-in. For that, a notice is placed on the notice board specifying the details of the jobs available. 'Myclass' also encourages present employees or their friends and relatives to refer candidates. They also visit some of the reputed educational institutions to hire some of the most talented and promising students as its employees.

Q 1. Explain the various internal sources of recruitment used by Myclass to recruit its employees.

Ans. Internal Sources of Recruitment: These refer to filling posts from within the organisation. Various internal sources of recruitment used by Myclass of recruit its employees are:

    (i) **Transfer:** Horizontal shifting of an employee from one department to another without any significant change in compensation and status.

    (ii) **Promotion:** Vertical shifting of an employee to a higher position with significant improvements in compensation and status.

Q 2. Explain also the various external sources of recruitment used by Myclass to recruit its employees.

Ans. External Sources of Recruitment: Various external sources of recruitment used are:

    (i) **Placement and Management Consultants:** Placement consultants act as a reliable connection between the job seekers and the job providers for a charge.
Management consultants provide their services for filling middle-level and top-level managerial positions.

    (ii) **Recommendations of Employees:** Employees working within an organisation also recommend people they know. This is another reliable source of recruitment.

    (iii) **Campus Recruitment:** Companies visit campus of various colleges and universities to hire young and fresh talent.

    (iv) **Direct Recruitment:** A notice is placed on the notice board of the enterprise specifying the details of the jobs available. Job seekers assemble outside the premises of the organisation on the specified date and selection is done on the spot.
The practice of direct recruitment is followed usually for casual vacancies of unskilled or semi-skilled jobs. Such workers are called 'casual' or 'badli' workers.
They are paid remuneration on daily basis.

TiP

Generally, students get confused and write for internal sources when asked for external sources. So, students should always learn the difference between internal and external sources of recruitment.

Case Study 6

Read the extract given below and answer the questions on the basis of the same:

Ryan 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.

Q 1. Explain the steps that have been performed by Ryan Public School in the process of identifying and choosing the best candidate.

Ans. Steps that have been performed by Ryan Public School in the selection process are:

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

    (ii) **Selection Tests:** Selection tests measure aptitudes, intelligence, personality, etc. of candidates who have applied for vacant jobs. There are various types of selection tests, like, intelligence test, aptitude test, personality test, Trade test, Interest test, etc.

    (iii) **Employment Interview:** Interview is a formal, in-depth conversation between interviewer and interviewee conducted to evaluate the applicant's suitability for the job. The role of the interviewer is to seek information, which the interviewee provides. Sometimes, the interviewee may also seek information about the job and company.

Q 2. Give the name and also the meaning of the test which was conducted by the school.

Ans. 'Trade test' was conducted by the school. These tests measure the existing skills of an individual to do a particular job.
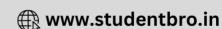
Case Study 7

Read the extract given below and answer the questions on the basis of the same:

A public transport corporation had hired 2,000 buses for the different routes for the passengers of metropolitan city. Most of the 4,000 crewmen (drivers, conductors, helpers, etc.) of these buses

have been found to be wanting in satisfactorily dealing with public and daily commuters. They seem to be little interested in the job and the job seems to have lost all meaning to them.

Q 1. As a manager of a public transport company, what measures do you suggest to improve the working of crewmen in question?

Ans. (i) To provide reasonable rest intervals based on fatigue study.

(ii) To provide incentives to those drivers and conductors whose buses are properly maintained and had less number of accidents.

Q 2. Is it possible to modify their behaviour by planning a suitable type of training? Suggest one.

Ans. 'Importance of public dealing'. training programme should be organised from time-to-time to modify the behaviour of the crew members.

Case Study 8

Read the extract given below and answer the questions on the basis of the same:

A company X Ltd. is setting up a new plant in Delhi for manufacturing auto components. Delhi has a highly competitive and cost effective production base in this sector. Many reputed car manufactures source their auto components from here. X Ltd. is planning to capture about 40% of the market share in Delhi and also export raise of atleast ₹50 lakh in about two years of its planned operations. To achieve these targets, it requires a highly trained and motivated workforce. You have been assigned the task of advising the company in this matter. While giving answer, keep in mind the sector, the company is operating in.

Q 1. Which source of recruitment the company should rely upon? Give reasons for your recommendation.

Ans. The company has to rely only on external sources of recruitment. since it is a new company and does not have existing staff in Delhi.

Q 2. Which methods of training and development should company initiate? Explain giving reasons.

Ans. The company should provide on-the-job training.

Very Short Answer Type Questions ↘

Q 1. Which management function concentrates on employing and retaining right person at the right place?

Ans. Staffing.

Q 2. Explain the two concepts which are part of the exercise which would reveal whether a company is understaffed, overstaffed or optimally staffed.

(CBSE SQP 2021, Term-1)

Ans. The two concepts are:
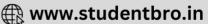(i) Workload analysis (ii) Workforce analysis.

Q 3. Why is aptitude test conducted in the process of selection?

Ans. In the process of selection, aptitude test is conducted to measure the potential of an individual to learn new skills.

Q 4. Which concept implies introducing selected employee to other employees in the organisation?

Ans. Orientation.

Q 5. Why are selection tests conducted?

Ans. Selection or employment tests are conducted to measure the abilities and skills of a candidate in terms of job specifications.

Q 6. How does staffing improve job satisfaction and morale of employees? State.

Ans. Staffing improves job satisfaction and morale of the employees through objective assessment and fair rewards for their contribution.

Q 7. 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 fulfil the eligibility criteria of the jobs to be filled.

(CBSE SQP 2021, Term-1)

Ans. (i) Internal source of recruitment.
(ii) Two sources of internal recruitment are:
(a) Promotion (b) Transfer

Q 8. How are employees motivated to improve their performance when the organisation uses internal sources of recruitment? State.

Ans. Employees are motivated to improve their performance when the organisation uses internal sources of recruitment as promotion at a higher level leads to a chain of promotions at the lower levels in the organisation.

Q 9. State how staffing ensures continuous survival and growth of enterprise.

Ans. Proper staffing ensures continuous survival and growth of an enterprise through succession planning for managers.

Q 10. Give the meaning of placement' as a step in the process of staffing.

Ans. Placement refers to putting a selected candidate at a particular job position.

Q 11. One is job-oriented whereas other is career-oriented. Identify the two elements of staffing process.

Ans. Training is job-oriented process, whereas development is a career-oriented process.

Q 12. What is the difference between on-the-job training and off-the-job training?

Ans. On-the-job training is provided at the workplace. while off-the-job training is provided away from the workplace.

Q 13. Name the method of training in which the trainee learns under the guidance of a master worker.

Ans. Apprenticeship programmes.

Q 14. Why employees become lethargic when the organisation uses internal sources of recruitment? State.

Ans. Because they are sure of time bound promotions.

Q 15. Name the method of training in which employees are made familiar with the organisation.

Ans. Induction training.

Q 16. Why is 'employment interview' conducted in the process of selection?

Ans. Employment interview is conducted to evaluate the applicant's suitability for the job.

Q 17. Give one advantage of external sources of recruitment.

Ans. External sources provide fresh talent from outside.

Q 18. What is meant by selection of employees?

Ans. Selection is the process of selecting and appointing the right candidates for various job positions in the organisation.

Q 19. Give the meaning of performance appraisal in the process of staffing.

Ans. It means evaluating an employee's current or past performance against the pre-determined standards.

Q 20. What is meant by development of employees in the process of staffing?

Ans. Development is continuous process of building competencies in employees and facilitating growth in them in order to increase their capabilities for handling higher position jobs in future.

Short Answer Type-I Questions ↘

Q 1. "Staffing is considered as a very important managerial function in all types of organisations."
In the light of the above statement, state any two benefits of staffing. *(CBSE 2022, Term-2)*

Ans. Staffing: It is concerned with obtaining, utilising and maintaining a satisfactory and satisfied workforce.

Benefits of Staffing: The main benefits of staffing are:
(i) **Filling Jobs with Competent Personnel:** It helps in discovering and obtaining competent personnel for various jobs within an organisation.
(ii) **Better Performance:** By putting right person on the right job, it leads to a higher performance of the employees.

Q 2. State any three limitations of external sources of recruitment.

Ans. The limitations of external sources of recruitment are:
(i) **Dissatisfaction among Existing Staff:** External recruitment causes dissatisfaction and frustration among the existing employees. They may feel threatened as new employees from outside may create new challenges for them.
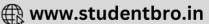
(ii) **Time Consuming Lengthy Process:** External recruitment takes a long time, since the departments as the enterprise have to notify the vacancies and wait for applications from prospective candidates.
(iii) **Costly Process:** The process of recruitment of candidates from outside is very costly. A lot of money has to be spent on advertisement and processing applications.

Q 3. Explain the following methods of training:
(i) Vestibule training
(ii) Internship training

Ans. (i) **Vestibule Training:** It is a popular method for providing off-the-job training through which the trainees learn their jobs on the equipment that they will be using at their actual workplace. This is usually done when employees are required to handle sophisticated machinery and equipment.
(ii) **Internship Training:** It is a method for providing on-the-job training to the employees through a joint programme in which educational institutions and business firms cooperate. The learners carry on with their regular studies for the prescribed period. They also work in some factory or office to acquire practical knowledge and skills related to their specific field of expertise.

Q 4. Describe briefly the following methods of training:
(i) Apprenticeship training
(ii) Internship training

Ans. (i) **Apprenticeship Training:** It is provided to the people seeking to enter skilled jobs like plumbers, electricians or iron workers. They are provided training under the guidance of a master worker.
(ii) **Internship Training:** It is a method for providing on-the-job training to the employees through a joint programme in which educational institutions and business firms cooperate. The learners carry on with their regular studies for the prescribed period. They also work in some factory or office to acquire practical knowledge and skills related to their specific field of expertise.

Q 5. Explain the aspects/components of staffing.

Ans. The aspects/components of staffing are:
(i) **Recruitment:** It is the process of searching for prospective employees and stimulating them to apply for a job in the organisation.
(ii) **Selection:** It is the process of selecting and appointing the right candidates for various job positions in the organisation.
(iii) **Training:** It is a job related process which enhances the required abilities and skills of an employee connected with the job. It is a systematic and continuous process of improving skills.

Q 6. Ruchi, Abhilasha and Akshi are the owners of a handicraft unit in the urban area of Dibrugarh in Assam, which is involved in the manufacturing and marketing of Sital Pati, traditional mats and Jappi

(the traditional headgear). They decided to shift this manufacturing unit to a rural area with an objective of reducing the cost and providing job opportunities to the locals.

They followed the functional structure in this organisation with a view to increase managerial and operational efficiency.

They assessed and analysed the type and number of employees required, keeping in mind that they had to encourage the women and the people with special needs belonging to the rural area.

Explain the next three steps that they will have to undertake for obtaining a satisfied workforce for their handicraft unit.

Ans. They have ascertained the manpower requirement of their unit. The next three steps that they will have to undertake for obtaining a satisfied workforce for their handicraft unit are:

(i) **Recruitment:** It is the process of searching for prospective employees and stimulating them to apply for a job in the organisation.

(ii) **Selection:** It is the process of selecting and appointing the right candidates for various job positions in the organisation.

(iii) **Placement and Orientation:** It refers to putting a selected candidate at a particular job position. It simply means placing the selected person on-the-job for which he has been selected.

Orientation or induction refers to familiarising the selected candidate with other employees as well as with the rules and regulations of the organisation.

Q 7. Identify and state the step of selection process which helps the human resource manager in eliminating unqualified job seekers on the basis of information supplied in the application form. Also, list the next two steps involved in the process of selection.

(CBSE 2022, Term-2)

Ans. Selection Decision

Next two steps of selection process are:

(i) **Medical Examination:** The selected candidates are asked to undergo a medical examination before the job offer is made.

(ii) **Job Offer:** It is made to those applicants who have passed all the previous tests.

Q 8. State the steps in the selection procedure, after the employment interview and before the job offer.

Ans. The steps in the selection procedure, after the employment interview and before the job offer are as follows:

(i) **Reference and Background Checks:** Many employers require names, addresses and telephone numbers of references (previous employers, known persons, etc.) for the purpose of verifying information and gaining additional information about the applicant.

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

(iii) **Medical Examination:** After the selection decision and before the job offer is made, the candidate is required to undergo a medical fitness test. This, however, is not required for all the jobs.

Q 9. Shobha Garments Ltd. are the manufacturers of ladies designer suits with their own trademark. During the year 2013-14, the company employed 30 senior technicians to work on machines imported from Germany for manufacturing of ladies designer suits. The technicians were employed on a probation of one year and were put on their respective jobs after 10 days of the job training. Because of the faulty selection process, they could not perform well. 10 of them left the job on their own and 12 had to be removed by the company during the probation period. Now the company is in the process of selecting new technicians. Advice the company about any three types of selection tests, describing each in about 20 words, that may be used for selecting the desired technicians.

OR

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. *(CBSE SQP 2022-23)*

OR

Explain any two selection test which the company can incorporate in its selection process. *(CBSE 2023)*

Ans. Three selection test which the company can incorporate in its selection process are:

(i) **Aptitude Test:** It is a measure of individual's potential for learning new skills. It indicates the person's capability to develop.

(ii) **Trade Test:** This test seeks to measure the existing skills of the individual. They measure the level of knowledge and proficiency in the area of professions or technical training.

(iii) **Intelligence Test:** It measures the level of intelligence quotient of an individual. It is an indicator of a person's ability or the ability to make decisions and judgements.

Q 10. Sudhir, the Marketing Head, Rajeev, the Assistant Manager and Seema, the Human Resource Manager of Kiara Enterprises Ltd., decided to leave the company.

The Chief Executive Officer of the company called Seema, the Human Resource Manager and requested her to fill up the vacancies before leaving the organisation. Informing that her subordinate Miss Shivangi Singh was very competent and trustworthy, Seema 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 Shivangi Singh then contacted 'Meeth Recruiters'

who advertised for the post of marketing head for Kiara Enterprises Ltd. They were able to recruit a suitable candidate for the company.

Rajeev's vacancy was filled up by screening the database of unsolicited applications lying in the office.

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

(ii) Also state any one merit of each of the above identified source of recruitment.

Ans. (i) Sources of recruitment used by the Kiara Enterprises Ltd. to fill up the vacancies are:

(a) **Promotion (Internal Source):** In the given case. movement of Miss Shivangi Singh up in the hierarchy refers to promotion.

(b) **Placement and Management Consultants (External Source):** In the given case. Miss Shivangi approached 'Meeth Recruiters' which comes under placement and management consultants.

(c) **Casual Callers (External Source):** In the given case. Rajeev's vacancy was filled up by using this method.

(ii) Merits of given sources of recruitment used by the Kiara Enterprises Ltd. to fill up the vacancies are:

(a) **Promotion (Internal Source):** It helps to motivate employees and improves loyalty and satisfaction level of the employees.

(b) **Placement and Management Consultants (External Source):** They help to recruit technical professional and managerial personnel.

(c) **Casual Callers (External Source):** It reduces the cost of recruiting workforce in comparison to other sources.

Q 11. Stello Ltd. is a highly reputed company and many people want to join this company. The employees of this organisation are very happy and they discuss how they came in contact with this organisation.

Amit said that he was introduced by the present Sales Manager, Mr Gaurav.

Ashima said that she had applied through the newspaper and was appointed as the HR Manager.

Vibhor said that he was neither related to any employee of the organisation nor was there any advertisement in the newspaper, even then, he was directly called from IIM Ahmedabad from where he was about to complete his MBA.

(i) The above discussion is indicating an important function of management. Name the function of management.

(ii) The management function identified in point (i) follows a particular process. Explain the sources of this process which are being discussed in the above paragraph.

Ans. (i) The function of management being referred to in the above lines is 'Staffing'.

(ii) Recruitment is the step in the staffing process which is being discussed in the above paragraph. Recruitment may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.

The various sources of recruitment mentioned in the given paragraph are:

(a) **Amit:** Recommendation of present employee.

(b) **Ashima:** Advertisement in newspaper.

(c) **Vibhor:** Campus recruitment.

Q 12. An organisation provides security services. It requires such candidates who are reliable and don't leak out the secrets of their clients. What step should be incorporated in selection process?

Ans. In the given case. organisation must conduct 'Personality Test' during the selection process.

This test measures the personal characteristics such as value system, beliefs, attitudes, capacity to get along, maturity, etc. It aims to explore moral qualities of the personality as a whole.

Q 13. A company is manufacturing paper plates and bowls. It produces 1,00,000 plates and bowls each day. Due to local festival, it got an urgent order of extra 50,000 plates and bowls. Explain the method of recruitment that the company should adopt in the given circumstances to meet the order.

Ans. In the given situation, organisation needs to recruit workers to meet the temporary increase in demand. The most suitable source of recruitment will be 'Labour Contractor' as the nature of work seems to be unskilled. Such contractors maintain close contracts with labourers and they can provide the required number of workers at short notice.

Q 14. "Training increases the job skills, while development shapes the attitude." Do you agree?

Ans. Yes, I agree with the given statement. The following points validate my view:

(i) Training involves teaching basic skills and knowledge needed to perform a job. On the other hand, development involves overall growth of an individual.

(ii) Training focuses on developing the skills, which are already possessed by an employees, whereas development focuses on developing hidden qualities and talent of an employee.

(iii) Training improves the work performance of the employee. whereas development brings about growth of the personality.

So, it is rightly said that training increases the job skill, while development shapes the attitude.

Q 15. 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.

(CBSE SQP 2022-23)

Ans. **Merits of External Sources:** The merits of external sources are:

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

(ii) **Wider Choice:** When vacancies are advertised wisely, a large number of applicants from outside the organisation can apply. The management has 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 provides wider choice and brings new blood in the organisation.

Q 16. Resolutions Pvt. Ltd. is a publishing company. Its book on Business Studies for class 12th is in great demand. As a result, the employees in the marketing department are always racing against time as they have to work overtime and on holidays as well to cater to the demand. The work stress has led to dissatisfaction among the employees of the marketing department.

(i) Name and explain the step of staffing process which has not been performed properly.

(ii) Also, explain the immediate next step in the process of staffing. *(CBSE SQP 2023-24)*

Ans. (i) The step of staffing process which has not been performed properly by Resolutions Pvt. Ltd. is:

Estimation of Manpower Requirements: Understanding and estimating the manpower requirement is the very first step in the process of staffing. It includes workload and workforce analysis.

(ii) The next step immediately follow after manpower requirement is:

Recruitment: It is the process of searching for prospective employees and stimulating them to apply for the jobs in the organisation. An organisation may use both internal as well as external sources for the purpose of recruitment.

💡 **Short Answer** Type-II Questions ↘

Q 1. "Some learning opportunities are designed and delivered to improve skills and abilities of employees, whereas some other are designed to help in the growth of individuals in all respects." Identify and explain the two concepts explain above.

OR

Identify and explain the following:

(i) It is a job-oriented process which attempts to improve the performance of employees on the current job and prepares them for any intended job.

(ii) It is a career-oriented process which enables the overall growth of the employee. *(CBSE 2023)*

Ans. The two concepts are:

(i) **Training:** Training is a job related process which enhances the required abilities and skills of an employee connected with the job. It is a systematic and continuous process of improving skills.

(ii) **Development:** Development refers to the learning opportunities designed to help employees to grow. It helps to improve their current performance in job and also focuses on those activities which bring about growth of personality, help individuals in the progress towards maturity and actualisation of their potential capacities so that they become not only good employees but better men and women.

Q 2. "The staffing function is performed by every manager and not necessarily by a separate department." Explain.

Ans. The given statement is correct. Because staffing is performed by all managers at all levels as it is pervasive. However, its scope is different in small and large organisations. In small organisations, the function of staffing is the responsibility of all managers. In large organisations, although staffing function is the responsibility of all managers, but a separate Human Resource Department (HRD) generally exists with specialists to manage the employees in the organisation.

Q 3. Define recruitment. Describe the activities involved in the process of recruitment.

Ans. **Recruitment:** It is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation. It is a positive process.

The various activities involved in the process of recruitment are:

(i) Identification of different sources of recruitment. *e.g.* advertisement, employment exchange, etc.

(ii) Assessment of their validity.

(iii) Choosing the most suitable source.

(iv) Inviting applications from the prospective candidates for the vacancies.

Q 4. Explain Vestibule Training as off-the-job training method.

Ans. **Vestibule Training**

(i) Under this method, training is conducted away from the actual work floor.

(ii) Actual work environments are created in the classroom and employees use the same materials, files and equipments.

(iii) This method is usually followed when employees are required to handle sophisticated machinery and equipment.

Q 5. Mohan crossed all the hurdles of selection process of Mitushi Ltd. and was offered the employment contract. On the first day of joining, he was assigned a specific job and was introduced with his colleagues and was told about the rules of the company.

  (i) The given case highlights one of the step of an important function of management. Identify the management function.

  (ii) Identify and briefly explain the step of the given management function that is being highlighted in the given case.

Ans. (i) The management function is staffing.

  (ii) The step of staffing that is being highlighted in the given case is 'Placement and Orientation'.

    Placement and Orientation:

    Placement refers to putting a selected candidate at a particular job position. It simply means placing the selected person on-the-job for which he has been selected.

    Orientation or induction refers to familiarising the selected candidate with other employees as well as with the rules and regulations of the organisation.

Q 6. Explain briefly three points of distinction between on-the-job training method and off-the-job-training method.

Ans. Differences between on-the-job training and off-the-job training methods are:

S.No.	Basis of Difference	On-the-job Training Methods	Off-the-job Training Methods
(i)	Meaning	They refer to methods in which training is provided at the workplace.	They refer to methods in which training is provided away from the job.
(ii)	Principle adopted	Principle of learning, while doing is adopted.	Principle of learning before doing is adopted.
(iii)	Examples	Apprenticeship programmes, internship training, etc.	Vestibule training, films, etc.

Q 7. Distinguish between internal sources and external sources of recruitment on the basis of:

  (i) **Quality of recruitment**

  (ii) **Economy**

  (iii) **Time involved**

Ans. The differences between 'internal sources' and 'external sources' of recruitment are given below:

S. No.	Basis of Difference	Internal Sources	External Sources
(i)	Quality of recruitment	There is no scope of fresh talent.	They infuse new blood and fresh talent.
(ii)	Economy	It is cheaper as there is no cost of publicising vacancy.	It is costly as lot of money is spent on publicising.
(iii)	Time involved	It is less time-consuming.	It requires a lot of time.

Q 8. Explain 'Films' as off-the-job method of training.

Ans. Films:

  (i) Films provide information and demonstrate skills that are not easily represented by other techniques.

  (ii) Films are an effective tool/method of providing off-the-job training when used in combination with classroom lectures/conferences.

  (iii) Companies may show movies like 'Chak De India' to promote team spirit, cooperation and coordination among employees instead of individualism.

Q 9. 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.

  (i) 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.

  (ii) Also explain the next three steps in the process which can be subsequently performed by the company. *(CBSE SQP 2021, Term-1)*

Ans. (i) Selection.

    Steps in the process of selection discussed below:

    (a) Preliminary screening

    (b) Selection test

    (c) Employment interview.

  (ii) Next two steps are discussed below:

    (a) Reference and Background Check: It is carried out for the purpose of verifying information and gaining additional information about an applicant.

    (b) Selection Decision: It is made from among the candidates who pass the test and interview.

Q 10. Srija runs an NGO under the name 'Sarthak' in Delhi. The organisation is engaged in offering waste paper recycling services to all kinds of institutions in the Delhi-NCR region. It also manufactures custom made paper stationery out of recycled paper on order for the interested institutions at a very competitive price. The website of 'Sarthak' provides a link to a site named 'Careers', wherein the people desirous of joining the NGO can use job search to find the right opportunity for themselves. The NGO also keeps a database of unsolicited applicants in its office so that job seekers may be notified of future opportunities when they arise.

In the context of the above paragraph:

(i) Identify and briefly explain the two sources of external recruitment being used by the NGO 'Sarthak' by quoting lines from the paragraph.

(ii) List any two internal sources that Srija could use to recruit people.

Ans. (i) The two sources of external recruitment being used by the NGO 'Sarthak' are:

(a) **Web Publishing:** Internet is becoming a common source of recruitment. There are certain websites specifically designed for the purpose of providing information about job seekers and job providers. e.g., www.naukri.com, www.jobstreet.com. etc.

(b) **Casual Callers:** A company gets applications on a random basis even without declaring any vacancy. However, as and when the vacancy arises, the company make use of such applications. It reduces the cost of recruiting workforce in comparison to other sources.

(ii) Two internal sources of recruitment that Srija could be use to recruit people are:

(a) **Transfer:**

- It is a horizontal movement of employees which involves shifting of an employee from one job to another, one department to another or from one shift to another without a substantive change in responsibilities. It may lead to change in duties and responsibilities, working conditions, etc., but not necessarily salary.

  e.g., | Overstaffed department | ···········→ transferred to | Understaffed department |

- It is a good source of recruitment as it fills vacancies with employees from overstaffed departments.

(b) **Promotion:** Promotion leads to shifting an employee to a higher position, carrying higher responsibilities, facilities, status and pay. It is a vertical shifting of employees. It improves motivation, loyalty and satisfaction level of employees. It has a great psychological impact over the employees because a promotion at higher level may lead to chain of promotions at lower levels in the organisation.

Q 11. Anushka is doing a course in fashion designing from an institute of repute. As a part of the course, she has been asked to take on-the-job training in an export house for a fortnight in order to gain an insight about various practical aspects related to designing. Anushka, through the references from her senior, joins an export house owned by an upcoming designer, Nandita.

In the context of the above paragraph:

(i) Name and explain the type of training which Anushka has been asked to undertake.

(ii) Explain briefly any one method for providing off-the-job training.

Ans. (i) Internship training is the type of training which Anushka has been asked to undertake.

Internship Training: It is a method for providing on-the-job training to the employees through a joint programme in which educational institutions and business firms cooperate. The learners carry on with their regular studies for the prescribed period. They also work in some factory or office to acquire practical knowledge and skills related to their specific field of expertise.

(ii) **Vestibule Training:** It is a popular method for providing off-the-job training through which the trainees learn their jobs on the equipment that they will be using at their actual workplace. This is usually done when employees are required to handle sophisticated machinery and equipment.

Q 12. The employees of 'Food Darbar', a restaurant, are trained through a structured programme that provides training in each area within the restaurant. The trainees learn the skills necessary for running each of the 12 workstations in the restaurant, from taking orders to the cooking area. This enables the employees to gain a broader understanding of all parts of the business and how the restaurant functions as a whole. The trainee gets fully involved in the department's operations and also gets a chance to test her own aptitude and ability. When employees are trained by this method, the organisation finds it easier at the time of promotions, replacements or transfers.

In the context of the above paragraph:

(i) Name the type of training which 'Food Darbar' provides to its employees.

(ii) Distinguish between training and development on the basis of meaning, purpose and scope.

Ans. (i) Job rotation is the type of training which 'Food Darbar' provides to its employees. It is a method of on-the-job training.

(ii) The differences between training and development are:

S. No.	Basis of Difference	Training	Development
(i)	Meaning	It is a process of increasing knowledge and skills.	It is a process of learning and growth.
(ii)	Purpose	It is to enable the employee to do the job better.	It is to enable the overall growth of the employee.
(iii)	Scope	It is a job-oriented process.	It is a career-oriented process.

Q 13. State any four reasons how training is beneficial to the organisation?

OR

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

(CBSE SQP 2022-23)

OR

Training not only improves the current or future performance of employees but also benefits the organisation in many ways. State any four such benefits. *(CBSE 2023)*

OR

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

Ans. Training is beneficial to the organisation due to following reasons:

(i) Organisations are able to adapt to the changing environment in a quick manner with proper training of their staff.

(ii) The state of mind of the whole team remains focused and positive due to proper training at regular intervals of time.

(iii) Training imparts systematic learning, better than hit and trial methods.

(iv) Future managers can only be groomed in an organisation, if the current employees are properly trained and developed.

Q 14. State any four points of differences between recruitment and selection.

Ans. Differences between recruitment and selection are:

S. No.	Basis of Difference	Recruitment	Selection
(i)	Purpose	It aims to create a large pool of applicants.	It aims to ensure that competent candidate is employed.
(ii)	Nature	It is a positive process as it encourages people to apply for job.	It is a negative process as it rejects more proportion of candidates.

(iii)	Process	It is a simple process as candidates are not required to cross many hurdles.	It is a complex process as candidates are required to cross several hurdles.
(iv)	Stage	It precedes selection process.	It starts after recruitment.

Q 15. Filling vacancies for various job positions from within the organisations has many benefits. State any four such benefits. *(CBSE 2023)*

Ans. Benefits of Internal Sources of Recruitment:

The benefits of internal sources of recruitment are:

(i) Motivates employees to improve their performance.

(ii) Simplifies the process of selection and placement.

(iii) No need of induction training.

(iv) Maintenance of adequate workforce in an organisation.

Q 16. Filling vacancies for various job positions from within the organisation has many limitations. State any four such limitations. *(CBSE 2023)*

OR

State any four limitations of using internal sources of recruitment. *(CBSE SQP 2023-24)*

Ans. Limitations of Internal Sources of Recruitment:

The limitations of internal sources of recruitment are:

(i) Guaranteed promotions make employees lazy.

(ii) Lack of qualified, fresh talent from outside.

(iii) Reduced level of competition as people within the organisation compete with each other.

(iv) Limited choice available to the management.

Q 17. Tapping external sources for various job positions has many benefits. State any four such benefits. *(CBSE 2023)*
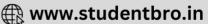
Ans. Benefits of External Sources of Recruitment:

The benefits of external sources of recruitment are:

(i) External sources provide fresh talent from outside.

(ii) Organisation gets a wider choice to choose from spirit of competition increases as fresh talent enters an organisation creating intense competition among all the employees.

(iii) Organisation can have access to more qualified personnel.

(iv) When external sources join the organisation, existing employees will compete with new external resources by working hard. Hence, there is a competitive spirit among existing and external resources in the organisation.

Q 18. Explain any two sources of recruitment for various job positions which bring new blood in the organisation and provide wider choice. *(CBSE 2023)*

Ans. External source of recruitment bring new blood in the organisation. It offers wide scope for selection.

Two external sources of recruitment are:
  (i) **Direct Recruitment:** A notice is put on the notice board of the organisation or on factory gate specifying the details of the jobs available. This mode of recruitment generally helps in fulfilling requirement of unskilled or semi-skilled workers.
  (ii) **Casual Callers:** Data of unsolicited applicants is maintained by the companies. Such data can be used to fill the current vacancies in the organisation.

Q 19. State any four commonly used sources of recruitment employees from outside the organisation.

(CBSE SQP 2023-24)

Ans. External Sources of Recruitment:
The commonly used sources of recruitment employees from outside the organisation are:
  (i) **Direct Recruitment:** A notice is put on the notice board of the organisation or on factory gate specifying the details of the jobs available. This mode of recruitment generally helps in fulfilling requirement of unskilled or semi-skilled workers.
  (ii) **Casual Callers:** Data of unsolicited applicants is maintained by the companies. Such data can be used to fill the current vacancies in the organisation.
  (iii) **Advertisement:** It can be given both in printed form, electronic media and social media. This is a good source but also attracts attention of many non-serious candidates.
  (iv) **Employment Exchanges:** They are run by the government and can act as a good link between job seekers and job providers. Sometimes the employment exchanges do not keep proper updation of records.

Q 20. Explain any four advantages internal sources of recruitment.

Ans. Advantages of Internal Sources of Recruitment:
The advantages of internal sources of recruitment are:
  (i) Motivates employees to improve their performance.
  (ii) Simplifies the process of selection and placement.
  (iii) No need of induction training.
  (iv) Maintenance of adequate workforce in an organisation.

💡 Long Answer Type Questions ↘

Q 1. 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 a 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.
  (i) 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.
  (ii) State any three benefits of the function identified in point (i) above. *(CBSE 2022, Term-2)*

Ans. (i) **Staffing:** It is concerned with obtaining, utilising and maintaining a satisfactory and satisfied workforce.
  (ii) **Benefits of Staffing:** The benefits of staffing are as follows:
    (a) **Filling Jobs with Competent Personnel:** It helps in discovering and obtaining competent personnel for various jobs within an organisation.
    (b) **Better Performance:** By putting right person on the right job, it leads to a higher performance of the employees.
    (c) **Continuous Survival and Growth:** It ensures the continuous survival and growth of the enterprise through the succession planning for managers.

Q 2. There were two vacancies for the post of assistant manager in Ujala Electrics Private Ltd. Abhimanyu, the human resource manager identified one suitable candidate, Aryaman, from within the organisation and promoted him to the post of assistant manager. For another post, manager Abhimanyu took help of a placement agency and selected Shoaib. After six months, Abhimanyu observed that Aryaman performance was much better than Shoaib's performance though Aryaman was less qualified than Shoaib. Hence, Abhimanyu decided that in future, he will not make any appointment with the help of an outside source.

Explain any four reasons on the basis of which Abhimanyu would have taken the above decision.
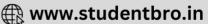
Ans. Abhimanyu had chosen internal source of recruitment in case of Aryaman. The source used is promotion. For choosing Aryaman, he used external source which is placement agencies.
Since, Shoaib's performance was not at par with Abhimanyu's performance, therefore, he chose not to use external sources because of the following demerits/disadvantages associated with it:
  (i) It is a costly process.
  (ii) It is a lengthy and time consuming process.
  (iii) It leads to dissatisfaction among the old employees as they feel that their chances of getting a promotion has reduced.
  (iv) The new employees take more time to adjust in the work culture of the organisation.

Q 3. Sunidhi runs a KPO (Knowledge Process Outsourcing) in Gurugram. The services provided by her firm include all kinds of research and information gathering in fields such as financial market, medicine, animation and design, etc. Sunidhi believes that the success of the company can be achieved mainly through the people it chooses to employ. Therefore, she aims to attract the best people and provides them innumerable opportunities to enhance their knowledge and skill relevant to their position.

In the context of the above case, identify and explain the aspects of staffing being taken into consideration by Sunidhi by quoting lines from the paragraph.

Ans. The three aspects of staffing being taken into consideration by Sunidhi are as follows:

(i) **Recruitment:** Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation. It is a positive process.

The objective of recruitment is to create a pool of candidates from which the best candidate can be chosen.

Lines Quoted: "*She aims to attract the best people.*"

(ii) **Selection:** Selection is the process of identifying and choosing the best person out of a number of prospective candidates who have applied for a job. It is a negative process.

Lines Quoted: "*Sunidhi believes that the success of the company can be achieved mainly through the people it chooses to employ.*"

(iii) **Training:** Training is any process by which the aptitudes, skills and abilities, knowledge of employees to perform specific jobs are increased. It is a process of learning new skills and application of knowledge.

Lines Quoted: "*...provides them innumerable opportunities to enhance their knowledge and skill relevant to their position.*"

Q 4. Prateek has started an advertising agency in Gurugram. One of the page on his company's website contains the following information, "Welcome to all the visitors of this page who are looking for an opportunity to make a career in the field of advertising. The openings are available in the company at various levels, so don't miss the chance." This page includes a link to provide further details about the vacancies available in terms of the desired qualifications, experience, personality characteristics and so on. Through a continuous assessment of the number of types of human resources necessary for the performance of various jobs and accomplishment of organisational objectives and in relation to the number and type available, he gets the information on this page updated.

In the context of the above paragraph:

(i) Identify and explain the steps in the staffing process being carried out by Prateek by quoting lines from the paragraph.

(ii) Name the concept that relates to the details about the vacancies available in terms of the desired qualifications, experience, personality characteristics and so on.

Ans. (i) The two steps in the staffing process being carried out by Prateek are:

(a) **Estimating the Manpower Requirements:** It means estimating the number and type of people required in the organisation in case of starting a new business or expanding the existing business.

Understanding the manpower requirements necessitates:

- **Workload Analysis:** It would enable an assessment of number and types of human resources necessary for performance of various jobs and accomplishment of organisational goals.

- **Workforce Analysis:** It estimates the number and type of human resources available. It would reveal whether the organisation is understaffed, overstaffed or optimally staffed. Overstaffing would require employee removal and understaffing would require starting the search for new employees.

Lines Quoted: "*Through a continuous assessment of the number of types of human resources necessary for the performance of various jobs and accomplishment of organisational objectives and in relation to the number and type available, he gets the information on this page updated.*"

(b) **Recruitment:** Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation. It is a positive process.

The objective of recruitment is to create a pool of candidates from which the best candidate can be chosen.

Various activities involved in the process of recruitment are:

- Identification of different sources of recruitment. e.g., advertisement, employment exchanges, etc.
- Assessment of their validity.
- Choosing the most suitable sources, and
- Inviting applications from the prospective candidates for the vacancies.

Lines Quoted: "*One of the page on his company's website contains the following information, "Welcome to all the visitors of this page who are looking for an opportunity to make a career in the field of advertising. The openings are available in the company at various levels, so don't miss the chance." This page includes a link to provide further details about the vacancies available in terms.*"

"*.....he gets the information on this page updated.*"

(ii) Job description is the concept that relates to the details about the vacancies available in terms of the desired qualifications, experience, personality characteristics and so on.

Q 5. After the outbreak of pandemic COVID-19, Yash Publishing Limited is planning to go digital as the teachers and students are now more interested in E-content. After due consultation with the top management, the company decided to publish E-books. For the same, they hired a recruitment agency to tap the right talent for the job.

The company also approached a well-established university in the city of Indore to recruit qualified personnel for various managerial positions. For the post of e-content writer, the company is using shine.com and monster.com.

(i) Identify and explain the function of management highlighted above.

(ii) Quoting lines from the above, explain the types of external sources of recruitment discussed in the paragraph.

(iii) State any two advantages of external sources of recruitment. *(CBSE 2022, Term-2)*

Ans. (i) Staffing.

(ii) **Lines Quoted:** *"For the post of e-content writer, the company is using shine.com and monster.com".*

(iii) Two advantages of external sources of recruitment are:

(a) External sources provide fresh talent from outside.

(b) Organisation gets a wider choice to choose from spirit of competition increases as fresh talent enters an organisation creating intense competition among all the employees.

Q 6. Nakul belongs to a small village in Varanasi. Being the only literate person in his immediate family, he decides to settle in a city. So, he opens a sweets shop in Chandni Chowk, Delhi as he possesses extraordinary culinary skills. Very soon, he starts getting requests from his cousins in the village to engage them in some kind of job in his business. Considering it to be his moral obligation, he engages five of his cousins in his business without paying any specific attention to their individual capabilities. This leads to wastage of materials, time, effort and energy, resulting in lower productivity and poor quality of products. As a result, the profitability of his business starts falling. Soon, he realised that for the success of the business it is essential that right kind of people must be available in right number at the right time.

In the context of the above paragraph:

(i) Identify and explain the function of management that has been overlooked by Nakul.

(ii) Describe briefly the importance of the function of management as identified in point (i).

OR

Staffing not only helps in discovering and obtaining competent personnel for various jobs but also ensures some more benefits to the organisation. State any four such benefits. *(CBSE 2023)*

Ans. (i) Staffing is the function of management that has been overlooked by Nakul.

Staffing is the managerial function of filling and keeping filled the positions in the organisation structure. It begins with estimating the manpower requirements and includes different other functions like recruitment, selection, placement, orientations, training, development, promotion, compensation and performance appraisal.

(ii) Importance of staffing function of management is described below:

(a) **Filling Jobs with Competent Personnel:** Proper staffing helps in discovering and obtaining competent personnel for various jobs.

For example, your school principal identifies the departments which are short of teachers and works towards finding required teachers.

(b) **Better Performance:** Proper staffing ensures higher performance by putting right people on right job.

For example, to get best results, teachers with proficiency in B.S.T. are the right people to be appointed in commerce department to teach B.S.T.

(c) **Continuous Survival and Growth:** Proper staffing ensures continuous survival and growth of enterprise through succession planning for managers. Proper training and employee development programmes updates manager with changes in business environment.

For example, whenever there is a change in syllabus or marking scheme of papers, CBSE Board holds workshops for teachers so that they are aware of the changes.

(d) **Optimum Utilisation of Resources:** Proper staffing helps to ensure optimum utilisation of resources. By avoiding over staffing, it prevents underutilisation of personnel and high labour costs. At the same time, it avoids disruption of work by indicating in advance shortages of personnel.

(e) **Improves Job Satisfaction and Morale:** Proper staffing ensures improvement in job satisfaction and morale of employees through objective assessment and fair reward for their contribution.

Q 7. Sunder Lal runs a security service provider agency. Considering that psychological testing is a critical step for judging the potential of the prospective candidates for a career in law enforcement, he uses various types of psychological tests as part of the selection processes. This is done to ensure that potential new officers are emotionally and psychologically suited to carry out the requirements of the job.

In the context of the above paragraph:

(i) Briefly outline any one more type of test that Sunder Lal may use to assess the potential of the prospective candidates.

(ii) Briefly outline the steps involved in the selection process after conducting the assessment tests.

Ans. (i) **Interest Test:** Interest test are used to know the pattern of interests or involvement of a person.

(ii) The further important steps in the process of selection, after conducting assessment tests are as follows:

(a) **Employment Interview:** Interview is a formal in-depth conversation conducted to evaluate the applicant's suitability for the job. The role of the interviewer is to seek information, which the interviewee provides. Sometimes, the interviewee may also seek information about the job and company.

(b) **Reference and Background Checks:** Many employers requires names, addresses and telephone numbers of references (previous employers, known persons, etc.) for the purpose of verifying information and gaining additional information about the applicant.

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

(d) **Medical Examination:** After the selection decision and before the job offer is made, the candidate is required to undergo a medical fitness test. However, this examination is not compulsory.

Selection decision → Medical test → Job offer

(e) **Job Offer:** Job offer is made to the selected candidates through a letter of appointment which contains the date by which he/she must report on duty.

Employer $\xrightarrow{\text{Job offer}}$ Employee

(f) **Contract of Employment:** A contract of employment is prepared regarding terms and conditions of employment such as job title, responsibilities, pay, allowances, hours of work, leave rules, termination of employment, etc.

Q 8. Gemini Ltd. is a global information technology consulting company with 45,000 employees serving over 600 clients in 23 countries. Its Chief Executive Officer, Mehul Tyagi, guided the company through two decades of diversification and growth to emerge as one of the leading Indian companies in the software industry. The company has set standards in ensuring the best training opportunities for its employees.

Its 'Project Guidance Programme' is a 52 days structured training programme. This is offered to all recruits of varied backgrounds to be trained on essential behavioural and technical skills that prepares them to work in live customer projects.

These recruits are hired from universities and management institutes for technical, professional as well as managerial jobs. The training programme helps the new employees in settling down quickly into the job by becoming familiar with the people, the surroundings, the job and the business.

(i) Identify the external sources of recruitment used by the company to hire new employees.

(ii) Explain the method of training is used by the company to train employees selected by the source of recruitment identified in point (i).

(iii) State any two ways in which the 'Project Guidance Programme' can benefit Gemini Ltd.

Ans. (i) Campus recruitment is the external source of recruitment used by the company to hire new employees.

Colleges and institutes of management and technology have become a popular source of recruitment for technical, professional and managerial jobs. Many big organisations maintain a close link with them to recruit qualified personnel for various jobs.

(ii) Induction training method of training is used by the company to train employees selected by the external source (campus recruitment) of recruitment.

Induction training is a type of training given to help the new employee in settling down quickly into the job by becoming familiar with the people, the surroundings, the job and the business.

(iii) The following ways in which 'Project Guidance Programme' can benefit Gemini Ltd.:

(a) Avoiding wastage of efforts and money as training is systematic learning, better than hit and trial methods.

(b) Enhancing employee productivity both in terms of quantity and quality leading to higher profits.

COMMON ERR!OR
Students do not read the case thoroughly and directly jump to the questions. It should be avoided.

Q 9. The IT major Infotech is terminating the employment of its senior managers, after evaluating their performance against pre-determined standards. A large number of the employees have become irrelevant as they have not learned new skills and do not apply their knowledge to work on emerging technologies. Infotech is ready to facilitate employee learning through its in-house centers to avoid termination.

(i) Name the function of management performed by Infotech to maintain a satisfactory workforce.

(ii) Identify and explain the two steps in the process of the function of management discussed in given case.

(iii) Also state any two steps of the function of management discussed, that the firm had to perform before performing the given steps.

Ans. (i) The function of management performed by Infotech to maintain a satisfactory workforce is Staffing.

Staffing is the managerial function of filling and keeping filled the positions in the organisation structure. It begins with estimating the manpower requirements, and includes different other functions like recruitment, selection, placement, orientation, training, development, promotion, compensation and performance appraisal.

(ii) Two steps in the process of staffing discussed in given case are:

(a) **Performance Appraisal:** Performance appraisal means evaluating an employees current and past performance as against certain pre-determined standards. For example, if a sales manager was given a sales target of selling 1,00,000 pens during the month, then his/her performance will be evaluated on this basis at the end of the month.

(b) **Training and Development:** Training is a process by which the knowledge, aptitudes, skills and abilities of employees to perform specific jobs are increased. It is a process of learning new skills.

Development refers to the learning opportunities designed to help the employees to grow. It involves growth of an individual in all respects like personality, maturity, etc.

Training and development enhances employee motivation and helps the organisation to increase profitability and retain its talented people.

TiP

Do not write the entire process when not asked.

(iii) Two steps in the process of staffing that the management had to perform before performing the given steps are:

(a) **Estimating Manpower Requirements:** It means estimating the number and type of people required in the organisation in case of starting a new business on expanding the existing business.

(b) **Recruitment:** Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation. It is a positive process. The objective of recruitment is to create a pool of candidates from which the best candidate can be chosen.

Q 10. Mahesh was concerned about the sedentary lifestyle people are leading now-a-days. Their dependency on outside food is also increasing because corporate work culture demands working till late night at offices. So, he decided to start a restaurant, 'Healthy Khaao, Khush ho Jao' to provide healthy food

options to customers. After completing planning and organising functions, he identified the various job positions that are required to be filled, *i.e.*, a General Manager, an Accountant, two chefs, two boys for serving the food in the restaurant and three boys for home delivery of food. He decided that his father, Madan, would be the General Manager of the restaurant. He would be paid ₹50,000 per month for his services. His father requested him to appoint his friend's son, Pawan, as an accountant who is well qualified for this post. Mahesh agreed to this proposal. Earlier, Pawan had a business of providing unskilled workers to different organisations from remote areas of the country. Pawan took permission from Mahesh to continue with the old business. Mahesh happily agreed and asked him to provide five boys for serving and delivering the food. For the appointment of the two chefs, Mahesh approached a renowned Hotel Management Institute and was satisfied with the chefs provided by the institute.

(i) Quoting the lines from the above paragraph, explain the two sources of recruitment being used by Mahesh for filling up the various job positions.

(ii) Also give the meaning of the function of management discussed in the above case.

Ans. (i) Sources of recruitment being used by Mahesh for filling up the various job positions are:

(a) **Recommendation of Employees:** Many firms encourage their employees to recommend the names of their relatives and friends for employment. Such aspirants are likely to be good employees because their background is sufficiently known.

Lines Quoted: "His father requested him to appoint his friend's son, Pawan, as an accountant who is well qualified for this post."

(b) **Labour Contractors:** Labour contractors maintain close contacts with labours. On payment of commission, they can provide the required number of unskilled workers at short notice.

Lines Quoted: "Earlier, Pawan had a business of providing unskilled workers to different organisations from remote areas of the country."

(ii) The function of management discussed in given case is Staffing. It is the managerial function of filling and keeping filled the positions in the organisation structure. It begins with estimating the manpower requirements and includes different other functions like recruitment, selection, placement, orientation, training, development, promotion, compensation and performance appraisal.

Q 11. Sugam is working as a Vice-President in Chitra Ltd. He performs a separate and specialised function having many aspects of human relations. His job is closely linked with organising since after the structure and positions have been decided, people are required to work in these positions. His function

is seen as a generic function of management. When he performs his duties, his role is slightly limited.

(i) Identify and explain the meaning of the function being performed by Sugam as the Vice-President of Chitra Ltd.

(ii) The function performed by Sugam benefits the organisation in many ways. State any five such benefits.

Ans. (i) Staffing function is performed by Sugam. Staffing is the process of management which is concerned with obtaining, utilising and maintaining a satisfactory and satisfied workforce.

(ii) Five benefits of staffing are:

(a) It helps in discovering and obtaining competent personnel for various jobs within an organisation.

(b) By putting right person on the right job, it leads to a higher performance of the employees.

(c) It ensures the continuous survival and growth of the enterprise through the succession planning for managers.

(d) It helps to ensure optimum utilisation of the human resources.

(e) It improves job satisfaction and morale of the employees through objective assessment and fair rewards for their contribution.

Q 12. Mohit, the director of a company, is planning to manufacture stuffed toys for utilising waste material of one of his garment factories. He decided that this manufacturing unit will be set-up in a rural area, so that people living in rural areas can have job opportunities. For this, he selected Avyaan, Kashvi, Lareb and Ryan as heads of Sales, Accounts, Purchase and Production departments respectively. They were differently abled, but intelligent and creative persons in designing.

Explain the next three steps Mohit has to follow in the staffing process after selecting heads of different departments.

Ans. The next three steps Mohit has to follow are:

(i) **Placement and Orientation:** Placement means that the employee occupies the position or post for which he/she has been selected.

Orientation/induction means introducing the selected employees to his/her superiors, subordinates and colleagues and familiarising his/her with the rules and policies of the organisation.

(ii) **Training and Development:** Training is a process by which the knowledge, aptitudes, skills and abilities of employees to perform specific jobs are increased. It is a process of learning new skills.

Development refers to the learning opportunities designed to help the employees to grow. It involves growth of an individual in all respects like personality, maturity, etc.

Training and development enhances employee motivation and help the organisation to increase profitability and retain its talented people.

(iii) **Performance Appraisal:** Performance appraisal refers to systematic evaluation of employee's performance against pre-determined standards and their potential for development. The standards are made known to employees in advance and superior is to provide feedback on their performance. The aim is to determine potential of an employee for better assignments, promotion and transfers.

Q 13. A public transport corporation has hired 2,000 buses for the different routes for the passengers of a metropolitan city. In order to fill vacancies, it advertised in the newspaper and number of applicants applied for the same. The company has to now undertake the process of selection to identify and select the best. Explain the first six steps involved in the process.

Ans. The first six steps involved in the process are described below:

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

(ii) **Selection Test:** Selection tests measure aptitudes, intelligence, personality, etc., of candidates who have applied for vacant job.

There are various types of selection test namely:

(a) **Intelligence Test:** It measures the level of intelligence quotient of an individual. It is an indicator of a person's learning ability or the ability to make decisions and judgements.

(b) **Aptitude Test:** It is a measure of individual's potential for learning new skills. It indicates the person's capacity to develop.

(c) **Personality Test:** Personality provides dues to a person's emotions, reactions, maturity, etc. These tests judge the overall personality.

(d) **Trade Test:** This test seeks to measure the existing skills of an individual.

(e) **Interest Tests:** Interest tests are used to know the pattern of interest or involvement of a person.

(iii) **Employment Interview:** Interview is a formal, in-depth conversation conducted to evaluate the applicant's suitability for the job. The role of the interviewer is to seek information, which the interviewee provides. Sometimes, the interviewee may also seek information about the job and the company.

(iv) **Reference and Background Checks:** Many employers require names, addresses and telephone numbers of references (previous employers, known persons, etc.) for the purpose of verifying information and gaining additional information about the applicant.

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

(vi) Medical Examination: After the selection decision and before the job offer is made, the candidate is required to undergo a medical fitness test.

Q 14. Enjoyment Ltd. has been incorporated with the objective of entertaining people by organising festivals, programmes, and other similar events depicting the rich cultural heritage of the country. The company management has renowned personalities from the field of art, literature and culture. They decided to give a platform to young budding musicians, poets and artists. The company decided its organisational structure by grouping similar jobs together. Thereafter, the heads of different departments were also appointed. Naveeka, one of the heads, did an analysis of the number, type and qualification necessary for people to be appointed. The information generated in the process of writing the job description and the candidate profile was used to develop situations vacant advertisement. This was published in print media and flashed in electronic media. This brought a flood of response.

Explain the other steps which Naveeka has to perform to complete the process being discussed above.

Ans. Other steps which Naveeka has to perform to complete the process being discussed above are:

(i) Selection: Selection is the process of identifying and choosing the best person out of a number of prospective candidates who have applied for the job.

The main purposes of selection process are:

(a) It ensures that the organisation gets the best among the available.

(b) It enhances the self-esteem and prestige of selected employees.

(ii) Placement and Orientation: Placement means that the employee occupies the position or post for which he/she has been selected.

Orientation/induction means introducing the selected employees to his/her superiors, subordinates and colleagues and familiarising his/her with the rules and policies of the organisation.

(iii) Training and Development: Training is a process by which the knowledge, aptitudes, skills and abilities of employees to perform specific jobs are increased. It is a process of learning new skills.

Development refers to the learning opportunities designed to help the employees to grow. It involves growth of an individual in all respects like personality, maturity, etc.

Training and development enhances employee motivation and help the organisation to increase profitability and retain its talented people.

(iv) Performance Appraisal: Performance appraisal refers to systematic evaluation of employee's performance against pre-determined standards and their potential for development. The standards are made known to employees in advance and superior is to provide feedback on their performance. The aim is to determine potential of an employee for better assignments, promotion and transfers.

Training and development enhances employee motivation and help the organisation to increase profitability and retain its talented people.

(v) Promotion and Career Planning: Career planning includes promotion, transfer and demotion of personnel based on their performance appraisal.

If an employee is working efficiently and his/her appraisal report is excellent, he/she is promoted to a higher position.

Sometimes, a worker may not fit into his/her jobs in a particular department, then he/she is transferred to other department to improve his/her efficiency.

Also, some employees fail to improve their performance and result in wastage of resources. So, they are demoted.

(vi) Compensation: Compensation refers to all forms of pay or rewards given to the employee. It includes:

(a) **Direct Financial Payments:** Wages, salaries, commission, incentives, bonus, etc.

(b) **Indirect Financial Payments:** Vacations, employer's contribution to social security schemes like Provident Fund, LIC, etc.

Q 15. "Filling vacancies from within the organisation has some advantages as well as limitations." Explain any three such advantages and any three limitations.

Ans. The advantages of internal sources of recruitment are:

(i) Motivation to Employees to Improve their Performance: Promotion helps to improve the motivation, loyalty and satisfaction level of employees because a promotion at higher level may lead to a chain of promotions at lower levels in the organisation. This motivates the employees to improve their performance. Also, peace prevails in the enterprise because of promotional avenues.

(ii) Less Costly: No time and money has to be spent on advertising vacancies or on conducting tests and interviews. Also, people recruited from within the organisation do not need induction training. Thus, filling of jobs internally is cheaper as compared to getting candidates from external sources.

(iii) A Tool of Training: Transfer is a tool of training for the employees to prepare them for higher jobs.

The disadvantages/ limitations of internal sources of recruitment are:

(i) Not Suitable for a New Enterprise: A new enterprise cannot use internal sources of recruitment.

(ii) Incomplete Source: It is an incomplete source as no organisation can fill all its vacancies

from internal sources. The existing staff may be insufficient or they may not fulfil the eligibility criteria of the jobs to be filled.

   (iii) **Stopping 'Infusion of New Blood':** When vacancies are filled through internal promotions, the scope for induction of fresh talent is reduced.

Q 16. Explain the following off-the-job methods of training:

   (i) Classroom Lectures/Conferences

   (ii) Programmed Instruction

Ans. (i) **Classroom Lectures/Conferences:**

   (a) Classroom lectures or conferences are used to convey specific information—rules, procedures or methods to the employees/trainees.

   (b) Classroom lectures can become more effective if audio-visuals and demonstrations are used.

   (c) Classroom lectures increase retention power of trainees and helps to clear difficult points.

  (ii) **Programmed Instruction:**

   (a) Under this method, information is broken into meaningful units and these units are arranged in a proper way to form a logical and sequential learning package. *i.e.*, from simple to complex.

   (b) The trainee goes through these units by answering questions or filling the blanks.

   (c) It is an effective method of off-the-job training.

Q 17. Differentiate between training and development on the basis of:

   (i) Concept (ii) Purpose (iii) Orientation

   (iv) Scope of learning (v) Suitability

   (vi) Duration (vii) Level of trainees involved

  (viii) Depth of knowledge imparted

Ans. The differences between Training and Development are:

S.No.	Basis of Difference	Training	Development
(i)	Concept	It is a process of increasing knowledge and skills.	It is a process of learning and growth.
(ii)	Purpose	Training aims to enable the employee to do the job better.	Development aims for overall growth of employee.
(iii)	Orientation	It is job-oriented process.	It is career-oriented process.
(iv)	Scope of learning	It has narrow scope as it is a part of development.	It has broader scope as it includes training.
(v)	Suitability	It is more suitable for technical staff.	It is more suitable for managerial staff.
(vi)	Duration	It is a short-term process.	It is a long-term process as it is career-oriented.
(vii)	Level of trainees involved	It is mostly used for non-managerial personnel (operative employees).	It is generally applied to the growth of managerial personnel.
(viii)	Depth of knowledge imparted	The knowledge is imparted for doing a particular job.	The knowledge is imparted for growth of an employee in all respects.

Q 18. What do you mean by Human Resource Management (HRM)? Explain its duties or special activities.

Ans. **Human Resource Management:** It involves procuring, developing, maintaining and appraising a competent workforce to achieve the goals efficiently and effectively.

Staffing is an integral part of Human Resource Management because it deals with the human element of management.
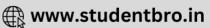
Duties or Specialised Activities of Human Resource Management: Human Resource Management (HRM) includes many specialised activities and duties which the human resource personnel must perform.

These duties and specialised activities are:

   (i) Search for qualified personnel

   (ii) Analysing jobs and prepare job descriptions

   (iii) Selection

   (iv) Developing compensation and incentive plans

   (v) Placement and orientation

   (vi) Training and development

   (vii) Maintaining labour and union management relations

  (viii) Handling grievances

   (ix) Providing for social security

   (x) Defending the company in law suits and avoiding legal complications.

Chapter Test

Multiple Choice Questions

Q 1. Staffing is considered as a .... process.
- a. continuous
- b. one-time
- c. random
- d. None of these

Q 2. The last step in the selection process is:
- a. selection Decision
- b. medical Examination
- c. job offer
- d. contract of employment

Q 3. Which of the following statement is false with respect to training?
- a. Enhances employee productivity
- b. Equips the future manager
- c. Increases employee morale
- d. None of the above

Q 4. Statement I: Promotion has a great positive psychological impact over the employees.

Statement II: A promotion at the higher level may lead to a chain of promotions at lower levels in the organisation.

Choose the correct option from the options given below:
- a. Statement I is true and II is false.
- b. Statement II is true and I is false.
- c. Both the statements are true.
- d. Both the statements are false.

Assertion and Reason Type Questions

Directions (Q. Nos. 5-7): *There are two statements marked as Assertion (A) and Reason (R). Read the statements and choose the appropriate option from the options given below:*
- a. Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).
- b. Both Assertion (A) and Reason (R) are true, but Reason (R) is not the correct explanation of Assertion (A).
- c. Assertion (A) is true, but Reason (R) is false.
- d. Assertion (A) is false, but Reason (R) is true.

Q 5. Assertion (A): Staffing is a pervasive function.

Reason (R): Staffing function is required only at Top Level.

Q 6. Assertion (A): Recruitment is a positive step in the process of staffing.

Reason (R): Internal source of recruitment boosts up the morale of employees.

Q 7. Assertion (A): Staffing help in optimum utilisation of human resources.

Reason (R): Staffing helps in avoiding overstaffing and understaffing.

Case Study Based Questions

Q 8. Read the extract given below and answer the questions on the basis of the same:

Race Tech Ltd. is one of the top IT companies in India. The company does mass recruitment each year from different colleges offering fresher level job to the final year students. This helps in recruiting the brightest and the best available talent in the educational institutions.

(i) Which of the following source of external recruitment adopted by the company?
- a. Campus recruitment
- b. Casual callers
- c. Labour contractors
- d. Transfer

(ii) Which of the following is the advantage of external source of recruitment?
- a. Qualified Personnel
- b. Higher Profit
- c. Less Wastage
- d. Intelligence Test

Q 9. Read the extract given below and answer the questions on the basis of the same:

After passing his secondary school examination, Sahil left the school at the age of 16 years and started getting training under his father. His father, a renowned electrician, had worked for many companies. He everyday started accompanying his father on work and watched him carefully while working. Sahil was a good learner and learnt the techniques of work quickly. Now his father started passing on the tricks of the trade to Sahil. With the passage of time, Sahil acquired a high level skill and became a well-known electrician in Indore. Big business houses started calling him for electrical wiring.

(i) Name the method of training which discussed in the above paragraph.

(ii) State any one benefit which Sahil could get on being trained.

Very Short Answer Type Questions

Q 10. "There is no need for studying staffing as a separate function of management." Do you agree?

Q 11. State the two important sources of recruitment.

Q 12. Name the process of identifying and choosing the best person out of a number of prospective candidates for a job.

Q 13. Shyam, a new engineer in a company, has to understand the process of operation of machinery. Out of training and development, which concept is more beneficial to him.

Short Answer Type-I Questions

Q 14. Explain the two internal sources of recruitment.

Q 15. Discuss the important types of tests in selection of employees.

Short Answer Type-II Question

Q 16. State the steps in the selection process, after the employment interview and before the job offer.

Long Answer Type Questions

Q 17. Explain on-the-job training methods.

Q 18. Describe staffing process in the organisation.

Q 19. Explain any three external sources of recruitment.