

Understanding-based Questions

[1 mark]

Q.1. Name any two policies of an organisation related with the manpower.

Ans. These are Promotion policy and Transfer policy.

Q.2. Give an example of Government policy related with manpower.

Ans. It can be the policy of the Government that in a particular enterprise employee should be recruited only through employment exchange.

Q.3. Give the serial order of 'Staffing' as a function of management.

Ans. It is the third function of management.

Q.4. Out of Human Resource Management and Staffing which one is wider?

Ans. Human Resource Management.

Q.5. What is meant by recruitment by demotion?

Ans. It refers to fill the post by sending an inefficient employee at some lower-position.

Q.6. Why 'Induction' is not required in the internal sources of recruitment?

Ans. Because the employees are already well familiar with the organisation.

Q.7. Name the source of recruitment which stops the entry of young blood.

Ans. Internal source of Recruitment.

Q.8. Which source of recruitment has the benefit of 'wider choice'?

Ans. External Source.

Q.9. Which source of recruitment has the disadvantage of 'increase in labour turnover'?

Ans. External Source.

Q.10. What is the objective of selection tests?

Ans. To measure the ability and skill of the applicants.

Q.11. Determine the right sequence of selection and recruitment in the staffing process.

Ans.

- i. Recruitment

ii. Selection

Q.12. Name the method of training in which trainees learn on the equipments they will be using.

[CBSE 2010]

Ans. Vestibule training.

Q.13. Name the training method in which a newly appointed employee is acquainted with the organisation.

Ans. It is Induction Training.

Q.14. Name the method of training in which the trainee learns under the guidance of a master worker.

Ans. Apprenticeship Programme.

[3 marks]

Q.1. Why is staffing considered an important function of management in all types of organisations? State any three reasons.

[CBSE 2011]

Ans.

- i. **Helpful in Discovering and Obtaining Competent Personnel:** Under staffing latest techniques are used for recruiting and selecting the employees. As a result, it becomes possible to search for and to select able employees for different posts. Under the recruitment process, search for employees is conducted and through selection they are selected.
- ii. **Helpful in Better Performance:** Through the medium of staffing, right people are posted at right places. Thus, suitable people are selected, keeping in mind the importance of organisational posts. As a result, it increases the efficiency and effectiveness of employees.
- iii. **Helpful in Continuous Survival and Growth of the Enterprise:** Every enterprise aspires for its continuous survival and growth. This is possible only when it has human asset of supreme quality. This, aspiration of an enterprise can be fulfilled through staffing.

Q.2. Explain 'Helpful in higher performance' in relation to importance of staffing.

Ans. Helpful in Better Performance: Through the medium of staffing, right people are posted at right places. Thus, suitable people are selected, keeping in mind the importance of organisational posts. As a result, it increases the efficiency and effectiveness of employees.

Q.3. Explain staffing as a part of human resource management.

Ans. Human resource management is a wider term as compared to staffing. It includes staffing, record keeping, personnel policies formulation, conducting personnel research, providing expert's services, etc. Hence, staffing is a part of the human resource management and not all of it.

Q.4. Why are internal sources of recruitment considered to be more economical?

Ans. It is the most economical source because the organisation does not have to spend any amount on search for sources of recruitment, nor does it have waste time on long selection process. Moreover, such employees do not require much training. They are already well informed about all the activities of the organisation.

Q.5. Explain briefly how preliminary screening is done in the selection process.

Ans. Preliminary Screening: First of all, the application forms received during recruitment process are scrutinised. Scrutiny of application forms is made to verify whether the candidates fulfil all the qualifications essential for the job. On what conditions a person's services will be available to the organisation, is the next point to be seen. The applicants may put forth their conditions regarding salary, duration, promotion, etc. Those candidates whose conditions are not acceptable to the organisation are not called for preliminary interview and a regret letter is issued to them citing reasons.

Q.6. Explain the importance of interview in the selection process.

The importance of the interview in the selection process is given below:

- i. An interviewer draws out the relevant information since it provides a valid sample of the applicant's behaviour.
- ii. By using the information mentioned in the application form, the interviewer can guide the applicant as to explaining why certain jobs appeal to him.

Q.7. What is meant by 'recruitment' and 'selection' of employees in the process of staffing?

Ans. Meaning of Recruitment: It refers to the process of searching for prospective employees and stimulating them to apply for job in an organisation.

Meaning of Selection: It refers to the process of screening job applicants to ensure that the most appropriate candidates are hired.

Q.8. Define selection.

Ans. According to **Wehrich** and **Koontz**, "*Selecting manager is choosing from among the candidates the onewho best meets the position requirements.*" It is clear from the above definition that under the process of selection, one or a few among several are selected on the basis of predetermined qualifications.

Q.9. In which situations Vestibule Training is suitable? Give three points.

Ans.

- i. Where number of trainees is more.
- ii. Where it is possible to create Artificial Environment.
- iii. Where both fundamental and behavioural training are provided.

Q.10. *Ashish, the Marketing Head, Raman, the Assistant Manager and Jyoti, the Human Resource Manager of 'Senor Enterprises Ltd.' decided to leave the company. The Chief Executive Officer of the company called Jyoti the Human Resource Manager and requested her to fill up the vacancies before leaving the organisation. Informing that her subordinate Miss Alka Pandit was very competent and trustworthy, Jyoti suggested that if she could be moved up in the hierarchy, she would do the needful. The Chief Executive Officer agreed for the same. Miss Alka Pandit contacted 'Keith Recruiters' who advertised for the post of marketing head for 'Senor Enterprises Ltd., They were able to recruit a suitable candidate for the company. Raman's vacancy was filled up by screening the database of unsolicited applications lying in the office.*

[CBSE 2016] [3 marks]

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

Ans. Sources of recruitment used to fill up the vacancies are:

- i. Promotion (For Human Resource Manager)
- ii. Casual Callers/Waiting List (For Assistant Manager)
- iii. Placement Agencies and Management Consultants (For Marketing Head)

Q. Also state any one merit of each of the above identified source of recruitment.

Ans. One merit of each of the above identified source of recruitment:

- i. **Promotion** Motivation of the employees is boosted.
- ii. **Casual Callers** This method does not require any advertisement and is, therefore, cheap.
- iii. **Placement Agencies and Management Consultants** They recommend suitable persons to their clients.

Q.11. *Atul—The Assistant Manager, Vikas—The Marketing Head and Leena—The Human Resource Manager of 'Montac Enterprises Ltd.' decided to leave the company. The Chief Executive officer of the company called the Human Resource Manager, Leena and requested her to fill up the vacancies before leaving the organisation. Leena suggested that her subordinate Miss Rama Wadhwa is very competent and trust worthy, if she could be moved up in the hierarchy, she would do the needful. The Chief Executive Officer agreed for the same. Miss Rama Wadhwa*

contacted 'Smith Recruiters' who advertised for the post of marketing head for 'Montac Enterprises Ltd'. They were able to recruit a suitable candidate for the company. Atul's vacancy was filled up by screening the database of unsolicited applications lying in the office.

- a. **Name the internal/external sources of recruitment used by 'Montac Enterprises Ltd'. to fill up the above stated vacancies.**
- b. **Also state any one merit of each of the above identified source of recruitment.**

[CBSE 2016]

Ans. Refer to Q. 10 above.

[4 marks]

Q.1. 'Human Resource Management includes many specialised activities and duties.' State any four such activities.

Ans.

- i. **Recruitment:** The primary function of the human resource manager is to find out the number of employees required by the organisation and make provision for their recruitment. To discharge this function he indulges himself in activities like recruitment, selection, placement, training, promotion, transfer, etc.
- ii. **Providing Expert Services:** Human resource manager renders certain services which require special knowledge, e.g., job evaluation, performance appraisal and negotiating with trade unions.
- iii. **Developing Compensation and Incentive Plans:** Human resource manager conducts research from time to time with the aim of improving upon the policies concerning personnel. On the basis of his research, he brings to the notice of top-level management new techniques in different fields of human resource management, such as suggesting new compensation and incentive plans.
- iv. **Handling Grievances and Complaints:** It is the responsibility of the human resource manager to establish cordial relations between the employers and the employees. To do this, he informs both the parties about the expectations of each other. In the event of disputes arising between them occasionally, he serves as a pacifier.

Q.2. What do you mean by employee development? Why is it needed?

Ans. Employee development means to improve overall effectiveness of the employees at their current posts and to prepare them for handling more responsibility in future. In other words, the objective of Human Resource Development (HRD) in an organisation is to prepare those types of managers who not only perform well in the present but are also able to handle more responsibility at higher posts in the future. Need for Employee Development
The need for employee development is mainly for the following reasons:

- i. To make the managers able to handle more responsibilities
- ii. To prepare ways of promotion for the managers
- iii. To generate ability in the managers for establishing relation between cause and effect
- iv. To create ability in the managers for taking effective decisions.

[6 marks]

Q.1. Explain 'staffing' as a function of management. Also explain by giving any four reasons why proper staffing is required in an organisation.

[CBSE 2010]

Ans. Meaning: It refers to filling and keeping filled posts with people. **Importance:**

- i. **Helpful in Discovering and Obtaining Competent Personnel:** Under staffing latest techniques are used for recruiting and selecting the employees. As a result, it becomes possible to search for and to select able employees for different posts. Under the recruitment process, search for employees is conducted and through selection they are selected.
- ii. **Helpful in Better Performance:** Through the medium of staffing, right people are posted at right places. Thus, suitable people are selected, keeping in mind the importance of organisational posts. As a result, it increases the efficiency and effectiveness of employees.
- iii. **Helpful in Continuous Survival and Growth of the Enterprise:** Every enterprise aspires for its continuous survival and growth. This is possible only when it has human asset of supreme quality. This, aspiration of an enterprise can be fulfilled through staffing.
- iv. **Helpful in Optimum Utilisation of the Human Resource:** Under staffing all the activities related to human resource are performed systematically. By doing this the situation of overmanning never arises. As a result, optimum utilization of employees takes place and subsequently, labour cost is reduced.

Q.2. Clarify, how 'staffing' is termed as a part of 'human resource management'.

Ans. Human resource management is a wider term as compared to staffing. It includes staffing, record keeping, personnel policies formulation, conducting personnel research, providing expert's services, etc. Hence, staffing is a part of the human resource management and not all of it. The areas of human resource management can be divided into following categories:

- i. **Recruitment:** The primary function of the human resource manager is to find out the number of employees required by the organisation and make provision for their recruitment. To discharge this function he indulges himself in activities like recruitment, selection, placement, training, promotion, transfer, etc.
- ii. **Providing Expert Services:** Human resource manager renders certain services which require special knowledge, e.g., job evaluation, performance appraisal and negotiating with trade unions.

- iii. **Developing Compensation and Incentive Plans:** Human resource manager conducts research from time to time with the aim of improving upon the policies concerning personnel. On the basis of his research, he brings to the notice of top-level management new techniques in different fields of human resource management, such as suggesting new compensation and incentive plans.
- iv. **Handling Grievances and Complaints:** It is the responsibility of the human resource manager to establish cordial relations between the employers and the employees. To do this, he informs both the parties about the expectations of each other. In the event of disputes arising between them occasionally, he serves as a pacifier.
- v. **Providing for Social Security and Welfare of Employees:** It is a responsibility of the human resource management to formulate policies to provide social security and welfare of employees. These policies cover different aspects of employees, e.g., recruitment policy, selection policy, promotion policy, retirement policy, etc. While formulating these policies, human resource manager keeps in mind the interests of both of the organisation and the employees. Moreover, he also ensures proper implementation of these policies.
- vi. **Defending the Company in Law Suits:** In India, government has passed several legislative measures relating to the employees, such as, Workmen's Compensation Act, Employees State Insurance Act, etc. It is the function of the human resource manager to enforce the provisions of such acts in his organisation.

Q.3. What is meant by 'Training' and 'Development'? Explain any four points of distinction between them.

Ans. Training: A process designed to maintain and improve current job performance is called training.

Development: A process designed to develop skills necessary for future work activities is called development.

Distinction: Difference between Training and Development

Basis of Difference	Training	Development
1. Meaning	It is a process to increase both knowledge and skill.	It is a learning process.
2. Purpose	Its purpose is to develop special skill related to the job.	Its purpose is to develop total personality of a person.
3. Job or Career	It is a job-oriented process.	It is a career-oriented process.
4. Scope	The scope of training is limited. It is just a subset of development. Scope of learning is less in training.	The scope of development is broad. Training is just a subset of it.

