

## Higher Order Thinking Skills (HOTS)

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**[1 mark]**

**Q.1. 'Staffing is a separate managerial function.' Explain.**

**Ans.** It means that staffing activity is not a part of some function but it is in itself a major function of management.

**Q.2. 'Our assets walk out of the door each evening. We have to make sure that they come back the next morning.' This statement is related to which function of management?**

**Ans.** It is related to 'staffing' function of management.

**Q.3. Is 'human asset' mentioned in the balance sheet?**

**Ans.** No, it is not mentioned in the Balance Sheet.

**Q.4. State how staffing ensures 'continuous survival and growth of the enterprise'.**

*[CBSE 2013]*

**Ans.** Staffing ensures continuous survival and growth of the enterprise through making the continuous planning for the development of managers.

**Q.5. State the role of personnel manager as staff manager.**

**Ans.** In this role he gives advice to other departmental managers so that they can resolve problems of the employees.

**Q.6. 'Recruitment' is one of the specialised activity performed by human resource management. Mention any two other specialised activities of human resource management.**

*[CBSE 2014]*

**Ans.**

- i. Selection
- ii. Placement.

**Q.7. 'Providing for social security and welfare of employees' is one of the specialised activities performed by Human Resource Management. Mention any two other specialised activities of Human Resource Management.**

*[CBSE 2014]*

**Ans.** Other two specialised activities of human resource management are:

- i. Recruitment

- ii. Selection.

**Q.8. What is meant by Lay-off?**

**Ans.** It refers to the temporary separation of the employee from the employer on the initiative of the latter

**Q.9. Name the source of recruitment in which newspapers, employment news, television, etc. are used.**

**Ans.** Media Advertising.

**Q.10. Name the type of staff which is generally recruited through Management Consultants.**

**Ans.** Managerial Staff.

**Q.11. What information we get through Aptitude Test?**

**Ans.** Through this test, an effort is made to know whether an applicant can be taught through training or not.

**Q.12. What is the objective of 'employment interview' as one of the steps of selection process?**

**Ans.** To see the looks of the candidate, his way of talking, presence of mind, etc.

**Q.13. What is the objective of 'Medical Examination' as one of the steps of selection process?**

**Ans.** To protect the business organisation from infectious diseases.

**Q.14. Is expense on training a wastage?**

**Ans.** No, it constitutes investment and not wastage.

**Q.15. Out of Training and Development, which one is known as future oriented process?**

**Ans.** It is development.

**Q.16. Give any two points of the need of development of employees.**

**Ans.**

- i. To make the managers able to handle more responsibilities
- ii. To prepare ways of promotion for the managers.

**Q.17. Out of training and development, whose scope is wider?**

**Ans.** The scope of development is wider.

**Q.18. In an organisation the female employees are getting promotion late as compared to male employees. Which value is missing here?**

**Ans.**

- i. Not obeying the right of equality.
- ii. Less importance to women employees.

**Q.19. An organisation places an advertisement for employment mentioning some terms there in those terms are not followed during selection of employee. Which values are ignored here?**

**Ans.**

- i. Violating the rules and conditions.
- ii. False advertisement.

**Q.20. What information we get through workload analysis?**

**Ans.** It would enable us to know the number and types of man-power necessary for the accomplishment of various job.

**Q.21. What information we get through workforce analysis?**

**Ans.** It would reveal the number and type of man-power available in the organisation.

**[3 marks]**

**Q.1. “There is no importance of human resource planning as so many people are available in the market these days.” Do you agree with this statement? Give reasons.**

**Ans.** No, I do not agree with this statement. Following are the important points of the importance of staffing:

- 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.

**Q.2. “External sources of recruitment are better than internal sources of recruitment.” Give any three reasons in support of this statement.**

**Ans.** Yes, I do agree with this statement. Following are the reasons of it:

- i. **Qualified Personnel:** The external source of recruitment gives an opportunity to the qualified people from outside the organisation to enter it. This benefits both the organisation and the applicants from outside.
- ii. **Wider Choice:** By using the external source of recruitment, the number of applicants increase manifold which in turn increase the area of choice. The managers can appoint the most talented persons after examining the capabilities and talents of all the applicants.
- iii. **Fresh Talent:** The external source of recruitment helps the people with new and modern ideas to enter an organisation which certainly helps the organisation.

**Q.3. What is an aptitude test?**

**Ans.** Through this test, efforts are made to know the hidden qualities of the candidate, so that it is ensured if he can be taught by training or not. In other words, the test that measures the learning capacity of a candidate is called aptitude test. Thus, aptitude test looks for the learning capacity of a person to do a particular job.

**Q.4. “Expense on training is investment and not the wastage.” Clarify this feature of training.**

**Ans.** Most important characteristic of training is that expenses incurred on it constitute investment and not wastage. In other words, expenses incurred on training today will provide benefit to the organisation for a long time in the form of increased efficiency of the employees.

**Q.5. “Training is imparted even when it is not intended.” Comment.**

**Ans.** Training is an unavoidable expense. For example, if an organisation neglects the training need of the employees, this does not mean that the organisation is able to save the training cost but in turn this increases the training cost. As employees will, in the first place, do something wrong with a specific task, then try to find out the cause of mistake and only then work towards rectifying the mistake. Although, this is also training but it is costlier in comparison to training provided by scientific methods. So, training must be provided to the employees, as it will benefit both organisation and employees.

**Q.6. A production manager pays less than the minimum wages and gets their signatures on minimum wages. Which values are not being followed by him?**

**Ans.**

- i. Disobeying the law by not giving minimum wages.
- ii. To take signature on minimum wages is fraud.
- iii. Exploitation of workers.

**[4 marks]**

**Q.1. You are a personnel manager of Alfa Co. What is your opinion about the importance of staffing function of management?**

**Ans.** Yes, the staffing function of management is essential. Following are the important points of the importance of staffing:

- 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 utilization 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. Despite internal sources of recruitment being economical, why do the companies not always use this source? Give any four reasons.**

**Ans.** Because of the following reasons, companies always not use the internal sources but use the external sources of recruitment:

- i. **Qualified Personnel:** The external source of recruitment gives an opportunity to the qualified people from outside the organisation to enter it. This benefits both the organisation and the applicants from outside.
- ii. **Wider Choice:** By using the external source of recruitment, the number of applicants increases manifold which in turn increases the area of choice. The managers can appoint the most talented persons after examining the capabilities and talents of all the applicants.
- iii. **Fresh Talent:** The external source of recruitment helps the people with new and modern ideas to enter an organisation which certainly helps the organisation.
- iv. **Competitive Spirit:** When the existing employees in an organisation come in contact with the new employees recruited through the process of external recruitment, a spirit of competition is born. Consequently, their work performance is improved.

**Q.3.** *The workers of 'Vyam Ltd.' are unable to work on new and hi-tech machines imported by the company to fulfill the increased demand. Therefore, the workers are seeking extra guidance from the supervisor. The supervisor is overburdened with the frequent calls of workers. Suggest how the supervisor, by increasing the skills and knowledge of workers, can make them handle their work independently? Also state any three benefits that the workers will derive by the decision of the supervisor.*

*[CBSE 2015]*

**Ans.**

- Through Training of Employees
- **Importance of Training to the Employees:** Refer to Q. 5 Part-B (Remembering-based Questions—5 Marks)

**Q.4.** *The workers of 'Gargya Ltd.' are unable to work on new computerised machines imported by the company to fulfil the increased demand. Therefore, the workers are seeking extra guidance from the supervisor and the supervisor is overburdened with the frequent calls of workers.*

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

**Also state any three benefits that the workers will derive by the decision of the supervisor.** *[CBSE 2015]*

**Ans.**

- Through Training of Employees.
- **Benefits of Training to Employees:**  
Refer to Q. 5 Part-B (Remembering-based Questions—5 Marks)

**[6 marks]**

**Q.1.** Which function of management helps in obtaining right people and putting them on the right jobs? Explain any five points of importance of this function.

**Ans.** It is staffing. It refers to filling and keeping filled posts with people. **Importance:** Following facts highlight the importance of staffing. Refer to Points (i) to (iv) of Q. 1 (Understanding-based Questions—6 Marks)

**(v) Helpful in Improving Job Satisfaction and Morale of Employees:** Under staffing, by studying human behaviour, their preference for the type of environment, promotion policy, training and remuneration policy is known for. The effort is made to provide them with all the desired facilities. Special care is taken for, that in no way the pay package of employees is reduced. In this situation, they get total job satisfaction and their morale is boosted.

**Q.2. A newly appointed personnel manager is of the view that staffing is the least important function of management in an established organisation. Do you agree with this statement? Give five reasons in support of your answer.**

**Ans.** No, I do not agree with the opinion of Personnel Manager. Following are the important points of the importance of staffing: Refer to Q. 1 above.

**Q.3. Explain 'Management Consultants', 'Employment Exchanges' and 'Media Advertising' as external sources of recruitment.**

**Ans.**

- i. **Management Consultants or Head Hunters:** These days management consultants are available in the market. These firms are experts in the recruitment of managerial staff. In case of a vacant managerial post in an organisation their help can be sought. These firms are already in contact with suitable candidates for the managerial posts. Whenever, a demand is placed before them, they offer their candidates for such posts. For rendering this services they get their fees or commission. These firms also perform the job of advertisement for recruitment when the request is made to them.
- ii. **Employment Exchanges:** Employment exchanges are set up by the government in almost all districts. Name and other particulars of a job-seeker are recorded in the employment register. Under this system, personnel managers forward information regarding vacant jobs to the concerned employment exchange. Employment officer, in turn, forwards the names of applicants with requisite qualifications, from among those entered in his register, to the organisation. Manager of the organisation, interviews them and makes selection as per his requirement. This method of recruitment is mostly followed to select typists, clerks, peons, etc.
- iii. **Media Advertising:** Media is an effective way of finding out employees from outside the organisation. Through it people are attracted towards the organisation for higher and medium level jobs in large number. Advertisement is made with the help of newspapers, employment news, television, magazines, etc. The advertisement gives information about the number of vacant posts, nature of the job, required qualifications, remuneration, etc. This enlarges the area of selection for the organisation and as a result of it the appointment of good employees becomes possible. However, under this system sometimes a large number of unqualified applicants send their applications which results in a loss of time and money.

**Q.4. 'Filling vacancies from within the organisation has some advantages as well as limitations.' Explain any three such advantages and any three limitations.**

**Ans. Merits:** Merits of internal sources of recruitment are as under:

- i. **Increase in Motivation:** Motivation of the employees of the organisation is boosted when recruitment is made by internal sources, particularly by promotion.

If they know before hand that their promotion is possible, they will feel inspired. Ambition to occupy post of higher rank will add to their morale and they will perform their existing duty with utmost care and efficiency.

- ii. **Industrial Peace:** Because of promotional avenues employees get satisfied and hence, industrial peace is established. The promotion process continues from top to bottom in the whole organisation. This motivates the employees to enhance their performance through learning and practice.
- iii. **Easy Selection:** Organisation has full information about the employees working there. As such, their selection for the higher post involves no risk.

**Limitations:** Following are the limitations of internal sources of recruitment:

- i. **Stops the entry of Young Blood:** The greatest defect in the system of internal recruitment is that the young and technically sound people do not get a chance to enter the company. Consequently, old people run the organisation with the help of their out-dated ideas and no new idea can develop.
- ii. **Employees become Lethargic:** Internal source of recruitment creates a definite feeling of promotion among the employees. This feeling makes them lethargic and it affects their performance.
- iii. **Not Available in New Organisations:** Recruitment through this source is possible only in the previously established organisations. The new organisations have to make use of the external source. Moreover, it is not essential that the entire recruitment need of the old organisations may be fulfilled through this source.