

CBSE Test Paper - 05

Chapter - 6 Staffing

1. Selection is a _____ (1)
 - a. Negative Process
 - b. Day-to-day Process
 - c. Positive Process
 - d. None of these
2. Development of employee is concerned with (1)
 - a. Maturity
 - b. Both personality and Maturity
 - c. None of these
 - d. Personality
3. Staffing function of management is concerned with _____ (1)
 - a. Organising
 - b. Planning
 - c. None of these
 - d. Right Man on Right Job
4. Human Resource Management includes many specialised activities except____ (1)
 - a. Training and development of employees
 - b. Starting a company
 - c. Collecting information about jobs
 - d. Searching for qualified people
5. Why is aptitude test conducted in the process of selection? (1)
6. It is described as the managerial function of filling and keeping filled the positions in the organization structure. Which function of management is referred here? (1)
7. It is the process of identifying and choosing the best person out of a number of prospective candidates for a job. Name it. (1)
8. Give any one advantage of internal source of recruitment. (1)
9. Mrs. Rajlaxmi is working as the Human Resource Consultant in a firm that manufactures cosmetics, which is facing a problem of high employee turnover. The CEO of the company has invited suggestion from her for retaining the talented

employees and reducing the employee turnover. Mrs. Rajlaxmi recommends that the good employees be rewarded in a way that it creates a feeling of ownership among the employees and at the same time, makes them contribute towards the growth of the organisation.

a. Identify the incentive and explain its type which has been suggested by Mrs. Rajlaxmi to the CEO of the company.

b. Also explain any two other incentives of the same type. **(3)**

10. Anuroop runs a law firm in Hyderabad. His firm offers valuable financial and legal consultancy services to the clients. Whenever the firm hires any new employees, on the first day of their joining, they are welcomed to the organisation and are given details about hours of work, holiday requests, sickness procedure, dress code, lunch arrangements, introduced to the daily operations and key people in the workplace, etc. They are also familiarised with the organisation's policies and procedures, including complaints and dispute resolution, sexual harassment, emergency exits and evacuation procedure.

In context of the above case:

a. Name the type of training which is being referred to in the above lines.

b. Identify and explain the human needs of the new employees that are being fulfilled by Anuroop through this training. **(3)**

11. State any four limitations of using internal sources of recruitment. **(4)**

12. Distinguish between training and development. **(4)**

13. State the merits of internal sources of recruitment. **(5)**

14. What is meant by **Selection**? Explain any five steps involved in the process of selection of employees. **(5)**

15. Difference between internal and external sources of recruitment. **(6)**

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Answer

1. a. Negative Process **Explanation:** Selection is the process of identifying and choosing the best person out of a number of prospective candidates for a job. In selection process, the rejection is generally more than the selected candidates. Therefore it is called a negative process.
2. b. Both personality and Maturity **Explanation:** Development includes not only the activities of improvement in job performance but all those which improves over all personality of individual. An individual can realise his abilities. It focuses on conceptual and human ideas. Thus development is concerned with personality as well as maturation.
3. d. Right Man on Right Job **Explanation:** Staffing ensures higher performance by placing right person on the right job by proper recruitment and selection.
4. b. Staring a company **Explanation:** HRM involves determining the organisation's need of human resources, recruitment and selection of best employees, training and development, compensation and reward to the employees. It also deals with liasoning with government and trade unions etc.
5. In the process of selection aptitude test is conducted to measure the potential of an individual to learn new skills. Efforts are made to know the hidden qualities of the candidate.
6. Staffing is described as the managerial function of filling and keeping filled the positions in the organization structure.
7. Selection: "Selection is the process of differentiating between applicants in order to identify and hire those with a greater likelihood of success in a job."
8. Filling of jobs is cheaper as compared to getting candidates from external source. Internal recruitment is the process in which a company will use internal sources of recruitment to fill a vacancy with an existing employee.
9. i. Financial Incentive: Co-Partnership/Stock Option: Under these incentive schemes, employees are offered company shares at a set price which is lower than the market price. Sometimes, management may allot shares in line of various incentives payable in cash. The allotment of shares creates a feeling of ownership

to the employees and makes them contribute to the growth of the organisation.

ii. Other Financial Incentives:

- a. Pay and Allowances: For every employee, salary is the basic monetary incentive. It includes basic pay, dearness allowance and other allowances. Salary system consists of regular increments in the pay every year and enhancement of allowances from time-to-time. In some business organisations, pay hike and increments may be linked to the performance.
- b. Productivity linked Wage incentives: Several wage incentive plans aim at linking payment of wages to increase in the productivity at individual or group level.

- 10. a. Induction training is being referred to in the above lines. Training provided to new employees by the employer in order to assist in adjustment to their new job tasks and to help them become familiar with their new work environment and the people working around them. This type of training will also outline the basic overview of the business and its services as well as the new employee's role in the environment.
- b. The various types of human needs of the new employees that are being fulfilled by Anuroop through induction training are stated below:
 - i. **Basic Physiological Needs:** These needs are most basic in the hierarchy and are linked to primary needs like hunger, thirst, shelter etc. "they are given details about hours of work, holiday requests, sickness procedure, dress code, lunch arrangements etc."
 - ii. **Safety/Security Needs:** These needs offer security and protection from physical and emotional harm. "They are also familiar with the organisation's policies and procedures, including complaints and dispute resolution, sexual harassment, emergency exits and evacuation procedure."
 - iii. **Social Needs:** Social needs include need for love, affection, friendship, acceptance by group etc. A man is a social being and he has a need 'to love' and 'to be loved'. Workers form informal groups for having a meaningful relationship with others. Management should not object to such groups except when they are detrimental to the organisation.
 - iv. **Esteem Needs:** These needs are concerned with one's self esteem such as self-respect, self confidence, status, recognition, approval, appreciation etc. The

satisfaction of these needs produces a feeling of self-confidence among the employees. The employees should be praised for good work done since it amounts to recognition of their work.

11. Limitations of internal sources of recruitment are as follows

- i. **No scope for fresh talent:** Internal sources may not be able to bring new competent fresh talent, ideas and latest technical know-how.
- ii. **Not suitable for new organisation:** This source is possible only in the previously established organisations. A new enterprise cannot use internal sources of recruitment. No organisation can fill all its vacancies from internal sources.
- iii. **Limited choice:** The choice is limited as the recruitment can be made only out of the candidates available within the organisation.
- iv. **Employees become lethargic:** Definite feeling of promotion among employees make them lethargic and it affects their performance.
- v. **Stops the entry of young blood:** Young and technically sound people do not get a chance to enter the company.

12. The distinction between training and development:

TRAINING	DEVELOPMENT
It is a process to increase both knowledge and skill.	It is a learning process.
The term training is generally used to impart specific skills among operative workers.	It is associated with the overall growth of the employees.
The scope of training is limited. It is just a subset of development. The scope of learning is less in training.	The scope of development is broad. Training is just a subset of it.
It is a job oriented process	It is a career oriented process.

13. Internal sources of recruitment are better than external sources in the following respects

- i. **Economical sources:** Internal sources are less time-consuming and less expensive because it reduces the need for tests and selection process.
- ii. **Simplifies the process of selection:** Since the employees are already known to the organisation, therefore, the process of selection and placement gets simplified.
- iii. **Motivates employees:** Filling higher level jobs through promotion helps to improve the motivation and morale of employees as they know that they can be

promoted to a senior position in the organisation if they work harder for the organisation. Ambition to occupy post of higher rank will add to their morale.

- iv. **The sense of security:** Internal recruitment creates a sense of security among the staff. So, their selection for the higher post involves no risk.
- v. **No problem in adjustment:** As the organisation and the employees are familiar with each other, this leads to the smooth functioning of the enterprise without any problem in adjustment on the part of the new employees or the organisation.
- vi. **Industrial peace:** The promotion process continues from top to bottom in the whole organisation. This motivates the employees to enhance their performance through learning and peace.

14. Selection is the process of carefully screening the candidates out of a large number of applicants who offer themselves for the appointment so as to choose the most appropriate person for the job. Main steps of the selection process adopted by big organisations are:

- i. **The preliminary:** Applications forms are scrutinized on the basis of qualifications and whose conditions are not acceptable to the organisation are not called for preliminary interview screening.
- ii. **Selection tests:** Through these test, ability and skill of the candidate are measured. It includes proficiency tests, psychological tests, mental ability etc.
- iii. **Employment Interview:** Having successfully cleared all tests, the candidate is called for the final interview. An interview is a phase of testing on the basis of face to face interaction between the interviewer and the applicant.
- iv. **Reference and background checking:** Gather more information about the candidates from those persons whose names are mentioned in the column of "References", candidate's friends or previous employer.
- v. **Selection decision:** Candidates who clear Selection tests, Employment interview and Reference checks are selected. The opinion of the concerned manager where the selected employee has to work is sought.
- vi. **Medical Test:** The candidate is put to a medical examination with three aims: a) physical fitness b) infectious disease c) excessive expenditure on the treatment of the employees.
- vii. **Job offer:** Letter of appointment mentioning the date by which a candidate has to report on duty is handed over to the appointee.

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- viii. **Contract of employment:** After the acceptance of job offer by a selected candidate, he signs various documents like Contract of Employment. It includes various details such as pay, allowances, work rules etc.

15. **Internal Sources:**

- i. In internal sources of recruitment, the management has a restricted choice vis-a-vis, the source out of which recruitment shall be done, as the only personnel available are either the existing or ex- employees of the organisation.
- ii. The cost of recruiting from internal sources is nil or negligible.
- iii. Selection formalities are minimum; as candidates from internal sources had already gone through detailed selection-procedure earlier. This saves, again time and cost, involved in undertaking the selection procedure.
- iv. Candidates from internal sources, do not require any orientation (i.e. introduction); as these personnel are already familiar with various aspects of the organisation, and its functioning.

External Sources:

- i. In case of external recruitment, the management has quite a wide choice vis-a-vis, the sources out of which recruitment could be done; as a large number of sources are available – which could be compared on the basis of their relative worth. And best sources of recruitment can be finalised, on the basis of such relative analysis.
- ii. The cost of recruiting from external sources is from moderate to considerable – depending on particular sources.
- iii. Much time is involved in recruiting personnel from external sources; as people take time to notice vacancies and yet take more time again to apply for jobs, to the organisation.
- iv. Needless to say that candidates from external sources require orientation; being absolutely new to the organisation. This necessitates orientation training programmes for them.