

**CBSE Test Paper - 04**

**Chapter - 6 Staffing**

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1. Which of the following is not concerned with staffing? **(1)**
  - a. Publicity
  - b. Selection
  - c. Training
  - d. Recruitment
2. Staffing function begins with \_\_\_\_\_ **(1)**
  - a. Estimating manpower requirements
  - b. Selection
  - c. Training
  - d. Promotion
3. Training of employees is a \_\_\_\_\_ **(1)**
  - a. Ongoing Process
  - b. Day to Day Process
  - c. Short Term Process
  - d. Long Term Process
4. Performance appraisal is concerned with the \_\_\_\_\_ **(1)**
  - a. Evaluation of current and past performance
  - b. Selection
  - c. Recruitment
  - d. Placement and Orientation
5. Define selection. **(1)**
6. State the meaning of 'training'. **(1)**
7. State any one duty included under HRM. **(1)**
8. Name the method of training in which the trainees works directly with a senior manager and the manager takes full responsibility of the trainee. **(1)**
9. Sia plans to start a play school at a prime location in the city. She offers a partnership proposal to her family friend Jyotika who has done a diploma in human resource management. As Sia understands that human resource management is critical to starting and running the school. The school needs an experienced and dynamic

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principal. It also needs talented and dedicated teachers and a competent administrative staff. Therefore, after determining the organisational structure of the school she initiates the staffing process with the help of Jyotika to fill in the various job positions as staffing is considered to be an inherent part of human resource management.

In context of the above case:

- a. Outline the concept of human resource management.
  - b. Why is staffing is considered to be an inherent part of human resource management? **(3)**
10. The following illustration traces the growth pattern of an employee in a well known chain of fast food restaurant starting with a fresher who joins as a crew member. Crew - Service Star/Food Star - All-Star - Shift Supervisor - Trainee Manager - Second Assistant Manager - First Assignment Manager - Restaurant General Manager - Area Manager - Operations Manager - Operations Director. Identify the step related to one of the functions of management being described above. Also, describe briefly the two steps that are carried out before this step. **(3)**
11. Identify and brief the two concepts explained below.  
‘Some learning opportunities are designed and delivered to improve skills and abilities of employees where as some others are designed to help in the growth of individuals in all respects.’ **(4)**
12. Explain briefly ‘casual callers’ and ‘labour contractors’ as external sources of recruitment. **(4)**
13. Atul is working in an organisation. After every three months, his manager transfers him from one department to another so that he may gain a broader understanding of all the departments of the organisation.  
Name and explain the method of training Atul is undergoing. **(5)**
14. Brief the different methods of training. **(5)**
15. Difference between On-the-Job and Off-the-Job training. **(6)**

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1. a. Publicity, **Explanation:** Publicity is the movement of information to the general public from the media.
2. a. Estimating manpower requirements, **Explanation:** The very first step in staffing is to plan the manpower inventory required by a concern in order to match them with the job requirements and demands. Therefore, it involves forecasting and determining the future manpower needs of the concern
3. c. Short Term Process, **Explanation:** Training is act of increasing the knowledge and skills of an employee for doing a particular job. So its time perspective is short term,
4. a. Evaluation of current and past performance **Explanation:** The performance appraisal is the process of assessing employee performance by way of comparing present performance with already established standards
5. It is the process of identifying and choosing the best person out of a number of prospective candidates for a job. "Selection is the process of differentiating between applicants in order to identify and hire those with a greater likelihood of success in a job."
6. It is the systematic development of knowledge, skills and attitudes required by an individual to perform adequately a given task or job. It is imparted to the employees to increase their efficiency and effectiveness.
7. Developing compensation and incentive plans. A compensation plan should be an incentive for the employee to fulfill company's goals. It should also benefit the employer.
8. Coaching is the method of training in which the trainees works directly with a senior manager and the manager takes full responsibility of the trainee.
9. a. Human Resource Management means management of people at work. HRM is the process which binds people with organizations and helps both people and organization to achieve each others goal. Various policies, processes and practices are designed to help both employees and organization's to achieve their goal  
b. Staffing function of management involves managing the organisation structure with right number and the right type of managers. Human Resource Management

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involves planning, organising, directing and controlling the human resource activities of an enterprise. Staffing is an important part of human resource management. Every enterprise requires managerial and non-managerial employees. Staffing is concerned with procurement, development, compensation, maintenance and integration of managers or executives.

10.
  - i. Promotion and Career Planning is a step related to one of the functions of management is described above.
  - ii. The two steps that are carried out before this step are described below:
    - a. **Training and development:** Training and Development is one of the main functions of the human resource management department. Training refers to a systematic setup where employees are instructed and taught matters of technical knowledge related to their jobs. It focuses on teaching employees how to use particular machines or how to do specific tasks to increase efficiency. Whereas, Development refers to the overall holistic and educational growth and maturity of people in managerial positions. The process of development is in relation to insights, attitudes, adaptability, leadership and human relations.
    - b. **Performance appraisal:** A performance appraisal is a regular review of an employee's job performance and overall contribution to a company. Also known as an "annual review," "performance review or evaluation," or "employee appraisal," a performance appraisal evaluates an employee's skills, achievements and growth, or lack thereof. Companies use performance appraisals to give employees big-picture feedback on their work and to justify pay increases and bonuses, as well as termination decisions. They can be conducted at any given time but tend to be annual, semi-annual or quarterly
11. The given statement is Training. Some learning opportunities are designed and delivered to improve skills and abilities of employees. Some others are designed to help in the growth of individuals in all respects " The given statement is Development"
  - a. Training is a process of increasing the knowledge, skills and abilities of employees for doing a particular job. Training aims to enable the employee to do the job better. It is a job-oriented process.
  - b. Development refers to the learning opportunities designed to help employees grow. Development aims for overall growth of employee. It is career-oriented

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process.

12.
  - i. **Casual callers:** Many business organisations keep a database of unsolicited applicants, i.e. casual callers in their files. This source of recruitment is generally resorted to by manufacturing organisations to fill up vacancies at the labour level. It is an inexpensive method of recruitment. Thus, casual callers, also called as unsolicited applications are the job seekers who come to the well-renowned organizations casually and either mail or drop in their job applications seeking the job opportunity.
  - ii. **Labour contractors:** They are the link between labourers and the managers. They remain in contact with both the labourers and the managers. They supply the required workers to the organisations whenever managers put up the demand. This system of labour recruitment is very popular in road construction, building construction and plantation industry.
13. The method of training that Atul is undergoing is job rotation. Job rotation is the systematic movement of employees from one job to another within the organization to achieve various human resources objectives such as orienting new employees, training employees, enhancing career development, and preventing job boredom or burnout. This kind of training involves shifting the trainee from one department to another or from one job to another This enables the trainee to gain a broader understanding of all parts of the business and how the organisation functions as a whole. When employees are trained by this method, the organisation finds it easier at the time of promotions, replacements or transfers. This will broaden his horizon and capacity to do a variety of jobs. Rotation of an employee on different jobs should not be done frequently.
14.
  - i. **Apprenticeship training:** Under this method, the students get practical training while they study Thus. this method is based on the cooperation between the employers and the vocational or technical institutions A few large undertakings have their own training institutes Under this method a balance between theory and practice is maintained.
  - ii. **Vestibule training:** This method is contrast to the on-the-job method. Under this method, new workers are trained for specific jobs on special machines or equipment in a separate room located in the plant or workshop itself. An experienced workman is entrusted with the task of training. He should actually

demonstrate the machine. Besides, other devices such as lecture, conference, group discussion, role playing, etc, are also used to impart training. This method is suitable only when a large number of new recruit are to be trained simultaneously.

- iii. **Internship:** Under this method, the students get practical training while they study. Thus, this method is based on the cooperation between the employers and the vocational or technical institutions. A few large undertakings have their own training institutes. Under this method, a balance between theory and practice is maintained.

This method is highly suitable to train skilled and technical personnel and not for others. Besides, it is also a time-consuming process.

15.

BASIS	ON-THE-JOB TRAINING	OFF-THE-JOB TRAINING
Meaning	On the job training refers to a form of training which is provided at the work place during the performance of the actual job.	When the employees are given training outside the actual work location, such a type of training is termed as off the job training.
Approach	Practical	Theoretical
Active participation	Yes	No
Location	At the workplace	Away from the workplace
Principle	Learning by performing	Learning by acquiring knowledge
Work disruption	No, because trainees produce the products during learning.	Yes, because first training is provided which is followed by a performance.
Carried out by	Experienced employees	Professionals or experts.
Cost	Inexpensive	Expensive
Suitable for	Manufacturing firms	Non-manufacturing firms