

Remembering-based Questions

[1 mark]

Q.1. What is staffing?

Ans. It refers to filling and keeping filled posts with people.

Q.2. Name the department performing staffing function of management.

Ans. It is personnel department.

Q.3. Name the first two stages of the evolution of HRM.

Ans.

- a. Labour Welfare Stage
- b. Personnel Management Stage.

Q.4. State the first step of staffing process.

Ans. Estimating the manpower requirement.

Q.5. Give the meaning of 'Placement' as a step in the process of staffing.

[CBSE 2012]

Ans. It refers to join the post for which a person has been selected.

Q.6. Give the meaning of 'compensation' as a step in the process of staffing.

[CBSE 2012]

Ans. It refers to all forms of pay and rewards to employees.

Q.7. Give the meaning of 'orientation' as a step in the process of staffing.

[CBSE 2012]

Ans. It refers to introducing the selected employee to his boss and subordinates and familiarising him with the rules and policies of the organisation.

Q.8. What is meant by 'Estimating manpower requirements' as a step in the process of 'Staffing'?

[CBSE 2012]

Ans. It refers to determine the number and type of employees required.

Q.9. Give the meaning of 'Performance Appraisal' as a step in the process of 'Staffing'.

[CBSE 2012]

Ans. It refers to evaluating an employee's performance as against certain predetermined standards.

Q.10. What is meant by Recruitment?

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

Q.11. State two internal sources of recruitment.

Ans.

- a. Transfer
- b. Promotion

Q.12. What do you mean by External Sources of Recruitment?

Ans. It refers to invite applications for filling up the vacancies from candidates outside the organisation.

Q.13. What do you mean by Campus Recruitment?

Ans. It refers to recruitment from educational institutions.

Q.14. List two advantages of internal sources of recruitment.

Ans.

- i. Increase in Motivation
- ii. Industrial Peace.

Q.15. Give any one limitation of internal sources of recruitment.

[CBSE 2010]

Ans. It stops the entry of young blood.

Q.16. Give any one advantage of internal sources of recruitment.

[CBSE 2010]

Ans. It increases Motivation.

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

[CBSE 2010]

Ans. It helps the people with modern ideas to enter an organisation which certainly helps the organisation.

Q.18. What is meant by Selection?

Ans. Selection refers to the process by which qualified applicants are selected by means of various tests in predetermined numbers, out of large number of applicants.

Q.19. What is interview?

Ans. An interview means testing on the basis of face-to-face interaction between the interviewer(s) and the applicant with a view to finding the suitability of candidate(s) as per the job requirements.

Q.20. Give first two stages of selection process.

Ans.

- i. Preliminary Screening
- ii. Selection Tests.

Q.21. What is meant by training?

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

Q.22. Name any two methods of training.

Ans.

- a. Induction Training
- b. Apprenticeship Programme.

Q.23. Name the training method in which a newly appointed employee is acquainted with the organisation.

Ans. It is Induction Training.

Q.24. What is meant by off-the-job training?

Ans. It refers to that method of training the basic theme of which is — 'learning before doing'. This method is used away from the workplace.

Q.25. What is on-the-job training?

Ans. It refers to that method of training the basic theme of which is—'learning while doing'. This method is applied to the workplace.

Q.26. What is meant by 'Induction Training'?

Ans. It refers to acquaint the newly appointed employees with their job and the organisation.

[3 marks]

Q.1. Explain HRM.

Ans. Human resource management is that branch of management which is concerned with the recruitment, selection, development and the optimum use of the employees. It ensures that every employee makes his maximum contribution to the achievement of business goals.

Q.2. Give the meaning of 'Placement'. 'Orientation' and 'Training' in the process of staffing. [CBSE 2011]

Ans.

- i. **Placement:** It refers to the employee occupying the position or the post for which he/she has been selected.
- ii. **Orientation:** It refers to introducing the selected employees to other employees and familiarising him/her with the policies and rules of the organisation.
- iii. **Training:** It refers to a process, designed to maintain and improve current job performance of an employee.

Q.3. What do you mean by 'Campus Recruitment'?

Ans. It refers to recruitment from educational institutions. Some big organisations remain in touch with the educational institutions with the purpose of recruiting young talented people. These persons come from colleges, universities, management institutes, technical institutes, etc. These institutions have a placement cell each with the purpose of helping their young students to find suitable jobs. The human resource managers of various companies get in touch with these placement cells and obtain the suitable persons for appointment.

Q.4. List the steps in selection process.

Ans.

- i. Preliminary Screening
- ii. Selection Tests
- iii. Employment Interview
- iv. Reference and Background Checks
- v. Selection Decision
- vi. Medical Examination
- vii. Job Offer
- viii. Contract of Employment.

Q.5. Why is training important for the employees? State any three reasons. [CBSE 2012]

Ans. Alongwith organisation, the employees are also benefitted by training. The advantages to them are cited below:

- i. **Increase in Capacity and Efficiency:** Through training one learns the art of doing a special job methodically. It increases the skill and efficiency of the employee.
- ii. **Increase in Market Value:** Trained employees have a better market value. Increased market value means that other organisations are always willing to employ trained personnel at higher remuneration. Consequently, if any employee is feeling uneasy in an organisation because of low remuneration, he can very easily join another organisation at higher remuneration.
- iii. **Fewer Accidents:** Reduction of accidents is not only beneficial to the organisation it also protects the life of the worker. By learning the art of operating the machine, the rate of accidents can be minimised. This art can be learnt by training alone.

Q.6. Why is training important for the organisation? State any three reasons.

[CBSE 2012]

Ans. Main advantages of training to the organisation are as follows:

- i. **Most Economical and the best use of Material and Equipments:** Each employee working at any level makes use of machine and material. For instance, at lower level machine and material are used, at middle and higher level, computers, typing machines and writing material are used. Trained employees use these machines and material properly and minimise wastage.
- ii. **Improvement in Quality and Quantity of Output:** Training makes it possible to improve the quality and quantity of output. Consequently, cost of production per unit falls. It is important to note here that output does not mean goods manufactured by machines alone but it refers to all jobs performed at all managerial levels. It is, therefore, evident that training improves knowledge and skill of all levels of employees and their performance turns excellent.
- iii. **Less Requirement of Supervision:** Trained employees are skilled in their jobs, so their work does not require much supervision. They can utilise the time thus saved in some other creative works.

Q.7. Write three points of features of employee development.

Ans. Main features of Employee Development are as follows:

- i. Related to managers.
- ii. More focused on future.
- iii. Emphasis on all round development.

Q.8. Define 'Training' and 'Development'.

[CBSE 2012]

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.

Q.9. What is meant by Employee Development?

Ans. A process designed to develop skills necessary for future activities is called development. Its objective 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.

[4 marks]

Q.1. Define HRM. Explain the various stages of the evolution of HRM.

Ans. Definition: According to French Wendell, “Human resource management is the recruitment, selection, development, utilisation, compensation and motivation of human resources of the organisation.”

Evolution of HRM: The kind of role today HRM is playing was not the same since inception. Various phases of its development are as follows:

- i. **Labour Welfare Stage:** Earlier businesses used to be on small scales. That was the era of establishment of Trade Unions. By its effect the need for a person is felt who can act as a mediator between the employer and the employees. For this Labour Welfare Officer was appointed. His role was limited to provide least welfare facilities to the employees.
- ii. **Personnel Management Stage:** With the expansion of business, factory system came into existence. Many people start getting employment under one roof. As a result, the need for a person is felt, whose job is to make employees available for a company. With this approach, earlier Personnel Officers and later on Personnel Managers were appointed. Their role was limited to recruit, select and place the employees.
- iii. **HRM Stage:** The business further expanded and simultaneously the technology was developing at a fast pace. In this situation, the need was felt for the training and development of employees. Human resource was now considered to be an important part of organisation and was felt that it can be developed. With this cult, Personnel Manager was replaced by Human Resource Manager. His job is to effectively manage the people so that they remain to be a part of the organisation for all.

Q.2. What do you mean by staffing? Explain its elements.

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

Elements: In the modern form of staffing, following three elements are included:

- i. **Recruitment:** Recruitment means the process under which different sources for future employees are searched for, and they are motivated to apply by sending

application-forms for their selection in the organisation. In this process, effort is made to receive maximum number of application-forms. That is why it is known as a positive process.

- ii. **Selection:** Selection means to select pre-determined number of able applicants from the pool of applicants with the help of various tests. Its nature is negative because in this, effort is made to reduce the number of applications.
- iii. **Training:** Training is a process through which effort is made to increase efficiency in the employees for a particular job, so that their knowledge and skill both are increased.

Q.3. How does recruitment take place through 'Placement Agencies' and 'Recommendation'?

Ans.

- i. **Placement Agencies:** These days placement agencies are coming up as a good source of external recruitment. These agencies are established by private individuals. People can get their names registered with them. Such a registration is done usually for high or medium level jobs. On the request of an organisation, these agencies do the whole job of recruitment on behalf of the organisation. They get their fee for rendering this service from the organisation. They are helpful in establishing a balance between the demand and supply of the employees on the national level.
- ii. **Recommendations:** With a view to establishing good employer-employee relations, sometimes managers recruit people on the recommendation of their existing employees. In this way, present employees feel encouraged and there is a complete control over new employees. This source is mostly used for appointing lower level employees.

Q.4. Explain briefly any four types of employment tests.

Ans. Main psychological tests are as under:

- i. **Interest Test:** The objective of this test is to examine the interest of the candidate in a special work. On the basis of such a test, it becomes easy to appoint the candidate on the job of his interest.
- ii. **Intelligence Test:** In order to test the intelligence of the candidates, their reception power, memory power and reasoning power, etc. are examined. For this test, a long list of questions is prepared and the candidates are asked to answer the same in a given time period. On this basis, their level of intelligence is known.
- iii. **Aptitude Test:** 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.
- iv. **Personality Test:** By this test, it is seen how much ability a person has to interact with others, how much he can influence and motivate them. It is also seen whether or not he has the power to remove the obstacles that may arise in the job on which he is appointed.

Q.5. How is training of employees beneficial for the organisation? State by giving any four reasons.
[CBSE Delhi 2014]

Ans. Main advantages of training to the organisation are as follows:

- i. **Most economical and the best use of material and equipments:** Each employee working at any level makes use of machine and material. For instance, at lower level machine and material are used, at middle and higher level, computers, type machines and writing material are used. Trained employees use these machines and material properly and minimise wastage.
- ii. **Improvement in quality and quantity of output:** Training makes it possible to improve the quality and quantity of output. Consequently, cost of production per unit falls. It is important to note here that output does not mean goods manufactured by machines alone but it refers to all the jobs performed at all the managerial levels. It is, therefore, evident that training improves knowledge and skill of all the levels of employees and their performance turns excellent.
- iii. **Less requirement of supervision:** Trained employees are skilled in their jobs, so their work does not require much supervision. They can utilise the time thus saved in some other creative works.
- iv. **Reduced labour turnover and absenteeism:** Trained employees remain satisfied with their jobs and the working conditions of the organisation. They have, therefore, no inclination to leave the enterprise or indulge in absenteeism.

Q.6. Explain any three methods of 'On-the-Job Training'.

Ans.

- i. **Induction Training:** Induction training means to acquaint the newly appointed employees with their job and the organisation. Under this, new employees are introduced both to their superior and subordinates so that they can work with them as a team. Apart from this, he/she is informed about the objectives and policies of the organisation. He/She is also informed about their own authorities and responsibilities. In short, the purpose of induction is to accommodate new employees in the new environment expeditiously.
- ii. **Apprenticeship Programme:** This method is used in those cases where long-term training is required to attain complete proficiency to perform a particular job. The trainee is required to work with an expert for a specific period of time. The period of training may often vary from two to seven years. During the course of training, the expert imparts complete knowledge of both theoretical and practical aspects of the job.
- iii. **Internship Training:** Under internship training, technical institutions and business organisations jointly impart training to their members. The objective of this training is to strike a balance between theoretical and practical knowledge. Educational institutions impart theoretical knowledge to their students but for practical knowledge they are sent to business organisations. Likewise, employees already working in business organisations are sent to educational

institutions from time-to-time to get latest theoretical knowledge. In this way, both kinds of institutions render mutual help to each other.

[5 marks]

Q.1. Define the staffing process and the various steps involved in it.

Ans. It refers to filling and keeping filled the posts with people. **Process:** The staffing process includes the following steps:

- i. **Estimating the Manpower Requirements:** At the first step of staffing the need for required number of employees is estimated. At the time of determining the number of persons required, the possibilities regarding internal promotions, retirements, resignations and dismissals, etc. are also taken into consideration.
- ii. **Recruitment:** The process of recruitment includes the search of the various sources of employees, and encouraging them to send their applications to the enterprise.
- iii. **Selection:** Under the process of selection, competent applicants are selected out of a large number of them. It is important to keep in mind that the ability of the applicant and the nature of work must match.
- iv. **Placement and Orientation:** Placement means to join the post for which he/she has been selected. Under orientation the employee is given a brief presentation about the company and is introduced to his superiors. Subordinates and colleagues.
- v. **Training and Development:** At this step of process of staffing, training and development are imparted to the employees so that their efficiency and effectiveness is increased.
- vi. **Performance Appraisal:** At this step the capability of every employee is judged. To judge his capability his actual work performance is compared with the work assigned to him.
- vii. **Promotion and Career Planning:** Under this step, in the process of staffing, employees get promoted to higher posts on the basis of their capability.
- viii. **Compensation:** This step of staffing process involves fixing the compensation of an employee for his contribution to the organisation. Compensation refers to all forms of pay and rewards going to employees. Basically, it is the price for the job.

Q.2. What is meant by 'Recruitment'? Explain any four external sources of recruitment.

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

External Sources of Recruitment: Following are the external sources of recruitment:

- i. **Direct Recruitment:** Sometimes information about the vacant posts is pasted on boards placed at important places by the organisations. Such information is usually displayed at the Workshop, Office or the Factory Gate. People who are

interested in these jobs apply for them. This method of recruitment is meant only for the recruitment of unskilled workers.

- ii. **Campus Recruitment:** It refers to recruitment from educational institutions. Some big organisations remain in touch with the educational institutions with the purpose of recruiting young talented people. These persons come from colleges, universities, management institutes, technical institutes, etc. These institutions have a placement cell each with the purpose of helping their young students to find suitable jobs. The human resource managers of various companies get in touch with these placement cells and obtain the suitable persons for appointment.
- iii. **Recommendations:** With a view to establishing good employer-employee relations, sometimes managers recruit people on the recommendation of their existing employees. In this way, present employees feel encouraged and there is a complete control over new employees. This source is mostly used for appointing lower level employees.
- iv. **Labour Contractors:** They are the link between labourers and managers. They remain in contact with both the labourers and the managers. As and when managers put up demand for labourers, these contractors make available their supply in no time. This system of labour recruitment is very much popular in road construction, building construction and plantation industry.

Q.3. Explain in brief the merits and limitations of external sources of recruitment.

Ans. Merits: External recruitment source has the following merits:

- 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.

Limitations: Even if there are many advantages of the external recruitment, it is not without disadvantages. Following are its major demerits:

- i. **Dissatisfaction among Existing Staff:** When the external system of recruitment is adopted, it puts an end to the chances of promotion of the existing staff. This naturally affects their morale and they do not work with complete dedication.
- ii. **Lengthy Process:** The external system of recruitment is a lengthy process involving advertisement for the posts, wait for the applications' selection, etc. which consumes a lot of time. Since it is a lengthy process, sometimes it is not considered appropriate.

- iii. **Costly Process:** The external process of recruitment involves advertisement and a long selection process and above all training the selected candidates involves a lot of expenditure. Therefore, it is an expensive process.

Q.4. Explain the steps in the process of selection of employees.
[CBSE 2010]

Ans. Main steps of selection process adopted by large organisations are as under:

- i. **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.
- ii. **Selection Tests:** Through these tests, ability and skill of the candidate are measured. These tests are divided into the following three categories:
 - a. **Proficiency Tests:** In proficiency test, candidate's ability and skill manifested in an examination are verified. Here special attention is paid to see the correctness of the ability and skill as emphasised by the applicant.
 - b. **Psychological Tests:** Some selection tests are of psychological nature. Objective of psychological tests is to examine the mental ability, interest in work, maturity, etc. of the candidate.
 - c. **Other Tests:** Main objectives of these tests are to know the understanding of the candidate, his communication ability, his mental maturity, writing ability, alertness, etc.
- iii. **Employment Interview:** Having successfully cleared all tests related to employment, the candidate is called for final interview. Its objectives are to see the looks of the candidate, his way of talking, his conduct and temperament, his interest, presence of mind, and maturity, etc.
- iv. **Reference and Background Checks:** After a candidate is declared successful in the interview then some information about him is gathered from those persons whose names figure in the column of 'References'.
- v. **Selection Decision:** Applicants who clear Selection Tests, Employment Interview and Reference checks are selected.
- vi. **Medical Examination:** At this stage, the candidate is put to medical examination.
- vii. **Job Offer:** After successfully clearing the Medical Examination Test, job offer is given to the selected candidate. For job offer, the Appointment Letter is handed over. A date is mentioned in the Appointment Letter by when one has to report for the duty.
- viii. **Contract of Employment:** After the acceptance of job offer by a selected candidate, he becomes an employee of the organisation. In this phase, the appointee signs various documents. Main document among them is the Attestation Form. It contains detailed description of the employee, which he himself attests. This can be used at the time of need in future.

Q.5. “Training is beneficial both for the organisation, as well as for the employee.” Explain any three benefits of training towards the organisation and any three towards the employees.

Ans. The need of training can be clarified with the help of its advantages. They are given below:

- A. **Benefits to the Organisation:** Main advantages of training to the organisation are as follows:
- i. **Most Economical and the best use of Material and Equipments:** Each employee working at any level makes use of machine and material. For instance, at lower level machine and material are used, at middle and higher level, computers, typing machines and writing material are used. Trained employees use these machines and material properly and minimise wastage.
 - ii. **Improvement in Quality and Quantity of Output:** Training makes it possible to improve the quality and quantity of output. Consequently, cost of production per unit falls. It is important to note here that output does not mean goods manufactured by machines alone but it refers to all jobs performed at all managerial levels. It is, therefore, evident that training improves knowledge and skill of all levels of employees and their performance turns excellent.
 - iii. **Less Requirement of Supervision:** Trained employees are skilled in their jobs, so their work does not require much supervision. They can utilise the time thus saved in some other creative works.
- B. **Benefits to the Employees:** Alongwith organisation, the employees are also benefitted by training. The advantages to them are cited below:
- i. **Increase in Capacity and Efficiency:** Through training one learns the art of doing a special job methodically. It increases the skill and efficiency of the employee.
 - ii. **Increase in Market Value:** Trained employees have a better market value. Increased market value means that other organisations are always willing to employ trained personnel at higher remuneration. Consequently, if any employee is feeling uneasy in an organisation because of low remuneration, he can very easily join another organisation at higher remuneration.
 - iii. **Fewer Accidents:** Reduction of accidents is not only beneficial to the organisation it also protects the life of the worker. By learning the art of operating the machine, the rate of accidents can be minimised. This art can be learnt by training alone.