

Ch-06 STAFFING

Important Question

1) “Staffing makes for higher performance by putting right person on the right job”. Is this statement true or false? (1M)

Ans. True

2)“There is no need of human resource planning as so many people are available in the market these days.” Do you agree with this statement? Give reasons. (3M)

Ans. No, I don't agree with this statement. There is a great need of man power planning due to the following reasons. :

1. Organisation needs man power planning: To meet the demands of changing job requirements due to change of technology.
2. Man power requires forecasting: Provides a basis of recruitment, transfer and training employees.

3) Human resource management is a part of staffing. Do you agree? (1M)

Ans. No.

4) “The present day human resource management is a broader concept.” Explain (4M)

Ans. The present day human resource management includes the following activities:

- a. Helps the organization to achieve its goals
- b. Employees the skills and knowledge of employees efficiently and effectively.
- C. Enhance job satisfaction.
- d. Maintain high morale and good human relations within the organization.

5) why is induction is not required in the internal source of recruitment. (1M)

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

6) State the meaning of placement as a staffing function. (1M)

Ans. Placement: Once the job offer has been accepted by the selected candidate he placed on this new job. Proper placement of an employee reduces absenteeism Placement therefore refers to placing the right person on the right job.

7) Describe briefly the steps involved in the process of staffing. (5/6M)

Ans. Man power Planning: The organization estimate the total man power requirement by considering all the departments of the organization. Recruitment: The second step after man power planning is recruitment and selection. Recruitment aims at attracting job applicants preposition in the organization. Selection: Selection consists of making choice among applicants. Placement and Orientation: It refers to placing the right person on the right job. Induction: it is concerned with the process of introduction of a new employee to the organization. Training and development: It is more accurately considered as a process of skill formation and behavioral change. Performance appraisal Promotion and career planning
Compensation

8) Name two websites which are commonly visited both by the prospective employees and the organizations searching for suitable people. (1M)

Ans.a) www.naukari.com; **b)** www.jobstreet.com

9) 'Internal sources of recruitment are better than external sources of recruitment.' Do you agree with this statement? Give any two reasons in support of your answer. (3M)

Ans. Yes, I agree with this statement.

Advantages: 1. It will assist in developing high moral of employees.

2. The candidates already working in the organization can be evaluated more economically as the expenditure is relatively less.

10) Name the concept which relates to the following:

Ans. a)Searching of prospective candidates.

b) Streamlining the attributes of a person required for doing a job.

Ans. a. Recruitment b. Selection.

11) List the different types of tests used in selection process.

Ans. i. Intelligence test ii. Aptitude test iii. Personality test. Iv. Trade test
v. Interest test

12) What is meant by 'Selection'? Explain any five steps involved in the process of selection of employees. (6M)

Ans. Selection is the process of carefully screening the candidates who offer themselves for appointment so as to choose the most appropriate person for the job.

Steps : 1. The preliminary screening : A brief screening interview is conducted as the first step in the selection process.

2. Selection test: Each candidate appears for employment test.

3. Employment Interview: Interview is a phase of testing on the basis of face to face interaction between the interviewer and the applicant.

4. Reference and background checking: Gather more information about the candidates from indirect personal sources.

5. Selection decision: After candidates process the tests and interview final decision for selection is made after considering the view of concerned manager.

6. Medical Test: The selection process is not complete without the medical test.

7. Job offer: Letter of appointment mentioning the date by which a candidate has to report on duty is handed over to the appointee.

8. Contract of employment: It includes various details such as pay, allowances, work rules etc.

13) Training and Development are one and the same thing. Do you agree?(1M)

Ans. No they are different

14) Distinguish between training and development. (4M)

Ans. A)

Training	Development
It is used to add skills abilities of the workers	Development involves improving the capacities and capability of the managerial personnel.
The term training is generally used to impart specific skills among operative workers	It is associated with the over all growth of the executives.
it is to enable the employee to do the job better	It is to enable the overall growth of the Employee.

It is a job oriented process	It is a carrier oriented process.
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15) State the benefits of employee's training.(4M)

Ans. Benefits to the organization

- a) Economic operations: Trained personal will make economic and efficient use of resources.
- b) Increases productivity; It improves the quality and quantity of the production

Benefits to the employees:

- a) Acquisition of new skills: A trained employee acquires new skills.
- b) Higher Earnings: Trained employees can perform better and there by earn more. superiors at the actual work place.

16) What do you meant by 'on the job training'? Explain any three methods of 'off the job' training. (5/6M)

Ans: A) On the job training: Learning by doing by the subordinates under the supervision of superiors at the actual work place.

B) Methods: i. Apprenticeship Programme: It is designed for higher levels of skills. It ensures on the job training and is explained with classroom instruction in a particular subject.

ii. Coaching: At lower levels the coaching may simply consist of trainee observing his supervisor so as to develop the basic skills necessary for operating machine.

iii. Internship training: Technical institutes and business organizations jointly impart training to their members.

iv. Job rotation: It is a method of training which serves the purpose of employees' development through provision of diversified training.

QUESTIONS WITH DIFFERENT DIFFICULTY LEVELS

1. 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? (1M)

Ans. Staffing

2. It is recruitment, selection, development, utilization, compensation and motivation of human resources of the organization. Give the name of the concept mentioned here. (1M)

Ans: Human Resource Management.

3.It implies introducing the selected employee to other employees and familiarizing him with the rules and policies of the organization. Name it. (1M)

Ans: Orientation.

4. What is the next step after selection? (1M)

Ans: Placement and Orientation.

5. It seeks to attract suitable applicants to apply for available jobs. Give the term.(1M)

Ans: Recruitment.

6. These are run by the Government as a source of recruitment for unskilled and skilled operative jobs. What is being referred here? (1M)

Ans: Employment exchanges.

7. Which type of personnel is recruited by management consultancy firms?

Ans: Management consultancy firms help the organization to recruit technical, professional and managerial personnel.

8. Hamish is working as a supervisor in a company. Due to his hard work he is promoted to the post of Production Manager. Now the post of supervisor is vacant and no one can be transferred or promoted to this post. Name the source of recruitment the company will use to fill up this post. State any three advantages of using this source of recruitment. (4M)

Ans: The Company will use external source of recruitment.

Advantages: i. Fresh talent ii. Wider choice iii. Qualified personnel

9.It is the process of identifying and choosing the best person out of a number of prospective candidates for a job. Name it. (1M)

Ans: Selection.

10. Name the test which is used as a measure of individual's potential for learning new skills. (1M)

Ans: Aptitude test.

11. Which step in the process of selection helps the manager eliminate unqualified or unfit job seekers based on the information supplied in the application forms? (1M)

Ans: Preliminary Screening

12. what is formal, in-depth conversation conducted to evaluate the applicant's suitability for job called. (1M)

Ans: Employment interview.

13. Why is selection considered as negative process? (1M)

Ans: Because it is a process in which a person is selected and the others are rejected.

14. It is a test used for selection of employees to measure individual's potential for learning new skills. Mention its name and explain two other tests also. (1M)

Ans: Aptitude.

Other Tests: a) Personality Test: These tests are used judge the psychological makeup of a person.

b) Interest Test: These tests identify individual likes and dislikes in relation to work.

15. It is the process of increasing the knowledge and skills of an employee for doing a particular job. Which process is referred to here? (1M)

Ans: Training

16. Which type of training is a joint programme of training in which educational institutions and business firms cooperate? (1M)

Ans: Internship training

17. Trainee is put under the guidance of a master worker to acquire a higher level of skill, for example to become plumber, electrician, etc. Which method of training is referred here? (1M)

Ans: Apprenticeship programme

Question based on Values:

1. While selecting employees, an organization is not giving any priority to disabled candidates, weaker sections in the society and even women. Identify the values missing in the company's selection process and also suggest a remedy.

Ans. i. Social objectives are not followed.

ii. Gender biased.

iii. Inclusive employment policy is violated

iv. Company's selection policy is not good.

Company should give equal opportunity to all the prospective candidates.

Important Questions Part-2

1. The quality of production is not as per standards. On investigation it was observed that most of the workers were not fully aware of the proper operation of the machinery. What could be the way to improve the accuracy?

Ans: Training

2. Name the sources of recruitment which involves shifting of an employee from one job to another, without a substantive change in the responsibilities and states of the employee.

Ans: Transfers.

3. Enumerate any two activities of HRM which is not covered in staffing.

a) Handling grievances & complaints.

b) Social security & welfare of employee.

4. Give examples of any two off the job methods of training.

Ans: a) Case study b) Films.

5. What can be the two possible outcomes of the situation of overstaffing?

Ans: a) Employee removal b) Transfer

6. Name the process of introducing the selected employees to other employees & familiarly with the rules & policies of the organization.

Ans: Orientation.

7. What is placement?

Ans: The employee occupying the position or post for which the person has been selected.

8. Which method of training is suitable when employees are required to handle sophisticated machinery?

Ans: Vestibule training.

9. A company is manufacturing paper plates & bowls due to local festival it got an urgent order of extra 50000 plates bowls. Active which methods of recruitment would you suggest .

Ans: Labour contractors

9. Name the concept related to searching for prospective candidates.

OR

What is pre requisite of selection?

Ans: Recruitment.

10. Why selection is called negative process?

Ans: Selection is considered as negative process because it involves rejection of unfit candidates and the number of rejected candidates is more than the number of selected candidates.

11. What information we get through aptitude test?

Ans: Aptitude Test helps, the organization to know whether the employee has capacity & talent to learn new skills

12. Which Test helps the company to know about the qualities & the moral values of the candidate?

Ans: Personality Test.

13. Suppose you are the General Manager of Kapila & Co. Ltd. You have been directed by the Directors of the company to select a chartered accountant for the company. Explain the selection procedure you will follow for the same.

Ans : Hint: To appoint the C.A. for the company the following steps will be followed:

i) Preliminary screening.

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- ii) Selection Test
 - iii) Interview
 - iv) Background & reference
 - v) Selection Decision
 - vi) Medical Test
 - vii) Job Offer & Contract of employment.

14. Which source of recruitment is needed to bring new blood in the organization ? Explain any three advantages & any two limitations of this source.

Ans: Hint: External Source:

Advantages:

- a) Wider Choice (b) Fresh Talent (c) Qualified candidates (d) Increases competition

Limitations:

- a) Lengthy & Expensive
- b) Discouragement to present employees

15. Training is beneficial both for the organization as well s for the employees.Explain any three benefits of training towards the organization & any three towards the employees.

Ans: Yes, Training is beneficial to both organization & employees benefits to organization

- Systematic Learning
- Employee productivity
- Reduces absenteeism & Employee turnover.
- Benefits to employees
- Lead to better career.
- Help in earn more.
- Increase the satisfaction.

16. The worker of a factory remain idle because of lack of knowledge of hi-tech machines. Frequent visit of engineer is made which causes high overhead charges. How can this problem be removed.

Ans: The problem can be removed by giving necessary training to the workers- A coaching or vestibule training can be explained.

Important Questions Part-3

1 MARK QUESTIONS

Q1. “One helps in performing job better and is job oriented while other leads to overall growth of an employee and is career oriented.” Name the two concepts. [1. Training, 2. Development]

Q2. Why is selection considered to be a negative process?

Q3. State one objective of Preliminary screening.

Q4. What do you mean by ‘On the Job Training’?

3-6 MARKS QUESTIONS

1. An accountant is sent to learn the new software for accounting to prepare the books of accounts faster and accurately. He was further sent for orientation to improve his motivational and conceptual skills.

(a) Identify and explain the two concepts explained above.

(b) Differentiate these concepts on the basis of suitability, method used and nature. (5)

2. Under this method employees learn by doing. Employees are trained while they are performing the job and senior worker or mentor provides them technical knowledge. But the biggest disadvantage of this method is wastage of material and accidents.

(a) Identify the method of training stated in above lines.

(b) Explain any two techniques used in above said method of training. (6)

3. Education department of Delhi is constantly trying to provide quality education to children studying in government schools. For this purpose education department organize seminars

and conferences every year to improve teacher's conceptual and motivational skills.

(a) Identify the method of training stated in above lines.

(b) Explain any technique used in above said method of training with its advantages and disadvantages. (4)

4. XYZ Ltd. is setting up a new plant for manufacturing jute bags. For its new plant it needs highly trained and motivated work force. To recruit competent middle level officials, HR manager of XYZ Ltd. went to different colleges and universities and to recruit lower level workforce he puts a notice on the gate of company about the requirements of the firm. Identify and explain the sources of recruitment referred in the above paragraph.(5)

5. A company wants to expand its business and for this purpose company is preparing database of its prospective employees. So whenever it gets application from any applicant, HR manager tells them that as and when company required his/her services, he will be called. Its advantage is that at the time of need, a suitable applicant out of the database can be called for interview. In this way company can save its expenses on advertisement and can save time also.

(a) Identify and explain the source of recruitment referred in above paragraph.

(b) State any two merits and demerits of this source. (5)

6. Geetu Ltd. is a big organization having various departments in it. In its marketing department number of employees is much more than requirement whereas, in purchase department some of the posts are lying vacant and there is shortage of staff. Advise the HR manager of the company as to what method he should follow to balance the demand of employees in both departments. Give arguments in support of your answer. (3)

7. Staffing is an important function of management in all organizations. "Why? Explain any four reasons.

8. "Internal sources of recruitment are considered better than external sources". Do you agree? Give any four reasons in support of your answer. (5)

9. The workers of a factory are unable to work on new machines and frequent accidents occur while working. Their wastage rate and labour turnover rate is much higher than other

factories. They always demand or help of supervisor. Suggest the remedy with proper advantages. (6)

10. ‘Recruitment is called as a positive process whereas selection is called as negative.’ Why? Differentiate between these two. (4)

11. Explain the procedure for selection of employees. (6)

Q12. Manu a Chief Engineer in a Co., using highly sophisticated machines and equipments, wants that every employee should be fully trained before using those machines and equipments. Suggest and describe the best method of training that Manu can use. [Vestibule Training]

Q13. Ramesh is working under the guidance of Harish, a Carpenter, for the last three years to learn the different skills of this job. Name and explain the method of training Ramesh is under-going. [Apprenticeship Training]