

Application-based Questions

[1 mark]

Q.1. Why employees become lethargic when the organisation uses internal sources of recruitment? State.

[CBSE 2014]

Ans. Because internal recruitment creates a feeling of sure time bound promotion.

Q.2. How are employees motivated to improve their performance when the organization uses internal sources of recruitment? State.

[CBSE 2014]

Ans. When an organisation uses internal sources of recruitment employees are motivated as promotion at a higher-level lead to a chain of promotions at the lower levels in the organisation.

Q.3. Name and state the 'on-the-job method of training' that is used to give training to the electricians.

[CBSE 2013]

Ans. It is Apprenticeship Training. It refers to that training method where the trainee is put under the guidance of an expert to acquire higher level of skill.

[3 marks]

Q.1. Name and explain the concepts which relate to the following:

Q. Searching for prospective candidates.

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

Q. Temporary separation of employees from the employer.

Ans. Lay-off: It refers to the temporary separation of the employee from the employer on the initiative of the latter.

Q.2. In which source of recruitment employees become lethargic and why?

Ans. Internal source of recruitment creates a definite feeling of promotion among the employees. This feeling makes them lethargic and it affects their performance.

Q.3. *Aakanksha, Nikita and Parishma are the owners of a handicraft unit in the urban area of Dibrugarh in Assam, which is involved in the manufacturing and marketing of Sital Pati, traditional mats and Jappi (the traditional headgear). They decided to shift this manufacturing unit to a rural area with an objective of reducing the cost and providing*

job opportunities to the locals. They followed the functional structure in this organisation with a view to increasing managerial and operational efficiency. They assessed and analysed the type and number of employees required, keeping in mind that they had to encourage the women, and the people with special needs belonging to the rural area. State the next three steps that they will have to undertake, for obtaining a satisfied workforce for their handicraft unit. [CBSE 2016]

Ans. The next three steps in the process of staffing are stated below:

1. Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.
2. Selection is the process of choosing from among the pool of the prospective job candidates developed at the stage of recruitment.
3. Placement and orientation refers to the employee occupying the position or post for which the person has been selected and introducing the selected employee to other employees and familiarising him with the rules and policies of the organisation.

[4/5 marks]

Q.1. How staffing is a line as well as staff function?

Ans. Personnel Manager as Line Manager: When personnel manager performs staffing as a function of management then he plays the role of a Line Manager. In this role he completes the work of recruiting, selecting, training, etc. It is the characteristic of Line Manager that he is directly responsible for his work.

Personnel Manager as Staff Manager: When Personnel Manager does staffing as a functional area of management he plays the role of Staff Manager. In this role, he gives advice to other departmental managers so that they can resolve problems of the employees. It is the characteristic of Staff Manager that he is not responsible for the results of the suggestions given by him.

Q.2. How are candidates shortlisted through preliminary and selection interviews?

Ans. Mostly, there are two types of interviews in a selection process.

- i. **Preliminary Interview:** The candidate is physically and mentally examined in this interment. Those found deficient are not included in subsequent process.
- ii. **Final Interview:** It is mostly conducted in two stages. In the first stage, personnel manager collects detailed information regarding candidates. Those found suitable on the basis of appraisal are directed for interview with those departmental managers who had put up demand for their services. Departmental manager converses face to face with the candidate on the basis of nature of work and having satisfied himself, declares the latter successful in the interview.

Q.3. *Manu, a Chief Manager in a company using highly sophisticated machines and equipments, wants that every employee should be fully trained before using the machines and equipments.*

Suggest and describe the best method of training that Manu can use for training of the employees.

[CBSE 2012]

Ans. In this situation, the best method of training would be Vestibule Training.

Vestibule Training: Under this method, with a view to imparting training to new employees, a separate training centre is set up. An experienced and trained trainer is appointed as an incharge of the centre. Machines, tools and other equipments are so arranged in this centre as to present a look of a workshop. When the employees are trained they are put on the real job.

Q.4. *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 undergoing.

[CBSE 2012]

Ans. It is Apprenticeship Programme.

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.

Q.5. *Blue Heavens Ltd. purchased a new hi-tech machine from Germany for manufacturing high quality auto components in a cost-effective manner. But during the production process, the manager observed that the quality of production was not as per standard. On investigation it was found that there was lack of knowledge amongst the employees of using these hi-tech machines. So, frequent visit of engineers was required from Germany. This resulted in high overhead charges.*

[CBSE Sample Paper 2015] [4/5 marks]

Q. **Suggest what can be done to develop the skills and abilities of employees for producing high quality products by using these hi-tech machines.**

Ans. Through training of employees.

Q. **Also state how the employees or the organisation will benefit from your suggestion.**

Ans. Benefits to organisation: Refer to Points (i) to (iii) of Q. 6 (Remembering-based Questions—3 Marks)

Q.6. “Some learning opportunities are designed and delivered to improve skills and abilities of employees whereas some others are designed to help in the growth of the individuals in all respects.”

Ans.

- i. ‘Some learning opportunities are designed and delivered to improve skills and abilities of employees.’ — This statement is related with Training. **Training:** It refers to a process designed to maintain and improve current job performance. Under it, an effort is made to make an employee expert at doing a particular job.
- ii. ‘Some others are designed to help in the growth of individuals in all respects.’ — This statement is related with Development. **Development:** It refers to a process designed to develop skills necessary for future work activities. Under it, an effort is made to make the employee expert in all fields.

[6 marks]

Q.1. You are the Personnel Manager of Anoop Ltd. You want to appoint staff for your company. Explain the ‘Selection Procedure’ you should follow for this.

Ans. I would like to follow the selection procedure given below: Refer to Q. 4 (Remembering-based Questions—5 Marks)