

NCERT SOLUTIONS

CLASS - 12th



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Class : 12th

Subject : Business Studies

Chapter : 6

Chapter Name : Staffing

Q1 Briefly enumerate the important sources of recruitment.

Answer. Recruitment refers to the process of searching for prospective employees and convincing them to apply for a job in the organisation. Two main sources of recruitment are as follows -

→ Internal sources: Internal sources of recruitment are those sources in which the job vacancies are filled through employees of the same organisation. It may be done through transfer or promotion.

→ External Sources: When the people are recruited from outside the organisation, then it is known as external recruitment. It can be in the form of direct recruitment, casual callers, advertising, employment exchanges, etc.

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Q2 What is meant by recruitment?

Answer. Recruitment refers to the process of searching for prospective employees and convincing them to apply for a job in the organisation. It includes gathering a pool of candidates to apply for a job in the organisation.

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Q3 Define Training. How is it different from education?

Answer. Training is the process of imparting necessary skills and enhancing the abilities of an individual which are required for the current job position. However education refers to the process of improving the overall knowledge and understanding of the person and it doesn't relate to the current job.

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Q4 Distinguish between training and development.

Answer. The difference between training and development is as under -

Basis	Training	Development
1. Meaning	It is the process of increasing the knowledge and skills of the employee.	It is the process of learning and growth of the employee.
2. Orientation	This is a job oriented process.	This is a career oriented process.
3. Duration	It is a short term process and its duration is usually fixed in advance.	It is a long term process which takes place throughout the life of the person.
4. Objective	Its objective is to improve the efficiency of the employees for performing their current job in a better way.	Its objective is the overall growth and development of the employee.
5. Scope	It has a narrow scope as it is related to the current job position only.	It has a wider scope as it continues throughout the life of the employee and isn't dependent upon one job position.

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Q5 Why are internal sources of recruitment considered to be more economical?

Answer. Internal sources of recruitment are those sources in which the people are recruited from within the organisation. These are considered to be economical as they don't involve huge costs in terms of advertising and it also saves a lot of time generally incurred in the recruitment process. It also helps in saving the training costs.

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Q6 What is the importance of staffing function in today's environment?

Answer. Staffing refers to the process of finding the right person at the right time for the right place. In the complex and dynamic bus environment, where the customers are becoming more demanding, it becomes very essential to hire the efficient and reliable people and in the right number. The following are the points which highlight the importance of staffing -

→ Finding Competent Personnel: Staffing aims at hiring the efficient and competent personnel which may serve the purpose of the company.

→ Improves Efficiency: If the right people will be hired by the company then it will lead to lesser wastage of resources and more efficient use of resources of the organisation.

→ Growth of the Organisation: If the hired staff is competent and efficient, then they will work with due sincerity and dedication for the survival of the company in the long run along with its growth.

→ Optimum Utilisation of Human Resources: Staffing helps in identifying the actual manpower requirement of the company and thus it overcomes the problem of overstaffing and understaffing. Thus it helps in optimum Utilisation of Human Resources.

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Q1 Define the staffing process and the various steps involved in it?

Answer. Staffing is the process of hiring the right person for the right job at the right time. It refers to filling the vacancies and ensuring that they are kept filled. It is one of the most essential functions which deal with human resources.

The following steps are involved in the process of staffing:

→ Estimation of the Required Manpower: The first step of staffing process is to estimate the number of people to be hired and the kind of persons which are required in the organisation. It involves the following two steps:

→ Workload analysis: It refers to the number and the kind of persons required in an organisation.

→ Workforce analysis: It refers to the number of persons available in the organisation.

This helps in analysing whether the organisation is overstaffed or understaffed. Thus the further staffing process is continued accordingly.

→ Recruitment: Recruitment is the process of searching for prospective candidates and convincing them to apply for a job in the organisation. It refers to gathering a pool of candidates to choose from for the job vacancies. For the recruitment process, internal sources (transfers and promotions) and external sources (advertising and placement agencies) can be used.

→ Selection: The process of finding the right person for the right job at the right time is termed as selection. It is the process of selecting the most suitable and appropriate candidate out of the pool of candidates created in the recruitment process. For this purpose, various tests and interviews are conducted and the person who clears all the tests is selected.

→ Induction and Placement: Induction is the process of making the selected candidate aware about his colleagues, the working conditions and the code of conduct to be followed. Placement refers to actually occupying the job position by the selected employee.

→ Training and Development: Training is the process of imparting those skills and competencies to the employees which are required to perform their current job in a better way. Development refers to the all round growth and development of the abilities and knowledge of the employees. It helps in the overall growth and career development of the employees.

→ Appraisal: After appointing an employee in the organisation, the management has to evaluate his performance at regular intervals in order to ensure that he is working as per the predetermined standards. Feedbacks are provided to him in order to improve his performance.

→ Promotion : In order to motivate an employee to improve his performance and productivity, an employee has to be promoted to higher job positions. It can be done in various ways which may be on the basis of job experience or on the basis of performance. It results in an increase in the pay and higher job position. It improves the job satisfaction of the employee.

Compensation: Compensation of the employee is the amount of payment to be made to the employees which the employees deserve. This may be paid in direct form (i.e. wages and salaries) or in the indirect form (such as insurance and bonus).

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Q2 Explain the procedure for selection of employees.

Answer. The process of finding the right person for the right job at the right time is termed as selection. It is the process of selecting the most suitable and appropriate candidate out of the pool of candidates created in the recruitment process.

The selection process involves the following steps:

→ **Screening:** The first step in the selection process is the screening of applications. It is the basic step which checks whether the applicants meet the basic requirements and educational qualifications. A preliminary interview can also be conducted to gather this information. Those who qualify the screening are selected for the next step.

→ **Test:** After the screening process, various tests are conducted to judge the overall knowledge and abilities of the candidates. These tests include Intelligence Test, Aptitude Test, Personality Test, Trade Test and Interest Test. With the help of these tests, the candidates are further assessed on different grounds. For instance, personality tests assess characteristics such as maturity level and emotional control.

→ **Personal Interview:** Tests are followed by a personal interview which includes one-to-one conversation of the candidate with the manager. Herein, the candidate is further judged for the suitability of the job. Moreover, the candidate may seek certain information about the organisation.

→ **Background Checks:** After the individual clears the interview, the organisation may ask for references such as from previous employers or other known persons. The references are then used to cross check the information provided by the candidate. Moreover, these references may provide certain additional information about the candidate.

→ **Selection Decision:** When the candidate clears the tests and interviews, the final selection is done.

→ **Medical Examination:** Some organisations may also conduct a medical examination and the job is offered only when they are declared medically fit by a medical practitioner.

→ Job Offer: After the above-mentioned steps are completed, the selected applicant is provided the job offer. A job offer or a letter of appointment confirms that the individual has been selected for the job. It provides information such as date of joining and the time of reporting.

→ Employment Contract: When the applicant accepts the job offer, he/she is required to fill-up some additional forms which are used by the organisation for future references. For instance, one such document is the contract of employment which comprises details such as salary, date and terms of joining, working hours and allowances.

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Q3 What are the advantages of training to the individual and to the organisation?

Answer. Training refers to enhancing the skills and abilities necessary for a specific job. In other words, it attempts at improving the aptitude and knowledge of employees according to the requirements of the specific job.

Training imparts the following benefits to the employee and to the organisation:

Benefits to the Employee

→ Better Career Opportunities: Training helps in improving the knowledge of the employee which in turn helps in improving his career prospects.

→ Earn More: By helping the individual to improve their knowledge and skills, training improves the earning prospects of employees.

→ Less Accident Prone: With proper training, employees become more efficient in handling complex machines. This helps in reducing the chances of an accident.

→ Self-Confidence: By increasing the knowledge, skills and aptitude of employees, training helps in boosting self-confidence, which in turn helps in improving job satisfaction.

Benefits to the Organisation

→ Less Wastage: With training, employees learn to work systematically without the need of any hit and trial method. This helps in reducing the wastage of time and money.

→ Higher Profits: By developing the skills of individuals, it makes them more efficient and productive. With increase in overall productivity, the profits of the organisation rise.

→ Managerial Efficiency: Training imparts self-confidence among employees to face new challenges. It helps them to better deal with varied situations and problems.

→ Reduced Absenteeism: Effective training helps in boosting self-confidence and self-reliance of employees, which in turn helps in reducing absenteeism and employee turnover in the organisation.

Page : 175 , Block Name : Long Type Answer Questions

Q4 The staffing function is performed by every manager and not necessarily by a separate department. Explain.

Answer. Staffing refers to the process of filling job positions in an organisation and maintaining the positions so filled. The staffing function plays an important role in an organisation as it ensures that the appropriate personnel are selected for the job.

→ Staffing involves various stages such as recruitment, selection, placement, orientation and training. With the staffing function, the human element of an organisation is managed. Based on how well this function is performed, the overall efficiency of the organisation is determined. Nowadays, various organisations develop a separate department known as the Human Resources Department specifically for this function. Under this department, various activities and tasks related to staffing are performed by specialised managers. In addition, they work towards labour grievances.

→ However, staffing need not be separately performed by a particular department; rather, it is to be performed by every manager. It is an integral part of management. The managers must watch if there is any vacant job position or if additional personnel are required. As managers directly deal with the work, they know what qualifications, skills and aptitude are required for a specific job. Accordingly, they can perform the staffing function more efficiently. They would be better able to select the right source of recruitment and carry on the selection process. In addition, they can perform other important aspects of staffing, namely appraisal, promotions and career planning.

Hence, staffing does not require a separate department; rather, it can be performed by every manager.

Page : 175 , Block Name : Long Type Answer Questions

Q1 The workers of a factory are unable to work on new machines and always demand for help of supervisor. The Supervisor is overburdened with their frequent calls. Suggest the remedy.

Answer. To correct the situation, workers must be provided with proper training. Training refers to enhancing the skills and abilities necessary for a specific job.

Training would help both supervisor and employees in the following manner:

→ Training would help in reducing the wastages of time and money. In this way, it ensures optimal utilisation of resources.

→ Proper training of employees would help in reducing the burden of the supervisor.

→ It would make employees better equipped to face new challenges and deal with various situations and problems.

→ With proper training, employees would become more efficient in handling complex machines. This helps in reducing the chances of an accident.

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Q2 The workers of a factory remain idle because of lack of knowledge of hitech machines. Frequent visit of engineer is made which causes high overhead charges. How can this problem be removed.

Answer. The problem mentioned in the question can be solved by providing off-the-job training to workers.

According to the given situation, there is use of hi-tech and sophisticated machines. Accordingly, vestibule training can be provided. Under this training, dummy models of the actual working environment are created. The trainees are then trained to work on the dummy machines. When they acquire the required expertise, they are shifted to work on the actual machines at the workplace.

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Q3 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?

Answer. In the given situation, workers can be provided with on-the-job training. Here, apprenticeship training can be provided. Employees can be made to work under the guidance of a master worker who would teach them the proper use of machinery. For a certain period of time, workers can work under the guidance of a master worker before they gradually start to work by themselves. With training, workers would be able to work with greater efficiency.

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Q4 An organisation provides security services. It requires such candidates who are reliable and don't leak out the secrets of their clients. What step should be incorporated in selection process?

Answer. Selection tests can be conducted as part of the selection process. One of the tests which can be conducted is the personality test which would assess the candidate's nature, state of mind and maturity level.

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Q5 A company is manufacturing paper plates and bowls. It produces 100000 plates and bowls each day. Due to local festival, it got an urgent order of extra 50,000 plates bowls. Advise how the company will fulfill its order and which method of recruitment would you suggest.

Answer. In the given scenario, the company should use an external source of recruitment such as labour contractors. The situation requires low-skilled workers which can be easily provided by labour contractors. As labour contractors are in close contact with labourers, they can make available the right amount of workers even at a short notice.

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Q1 A company X limited is setting up a new plant in India for manufacturing auto components. India is a highly competitive and cost effective production base in this sector. Many reputed car

manufacturers source their auto components from here. X limited is planning to capture about 40% of the market share in India and also export to the tune of at least \$5 million in about 2 years of its planned operations. To achieve these targets it requires a highly trained and motivated workforce. You have been retained by the company to advise it in this matter. While giving answers keep in mind the sector the company is operating.

Questions

1. Outline the process of staffing the company should follow.
2. Which sources of recruitment the company should rely upon. Give reasons for your recommendation.
3. Outline the process of selection the company should follow with reasons.
4. Which methods of training and development should the company initiate? Explain giving reasons.

Answer. Staffing which the company should follow:

- Estimating the number of personnel and the particular kind required for the setup.
- Identifying suitable candidates for job vacancies and convincing them to apply for the same.
- Choose an appropriate candidate through a rigorous selection process.
- Making the employee familiar with the working environment.
- Providing the required training to employees.
- Evaluating the performance of employees against the predetermined standards and providing regular feedback.
- Promoting suitable employees to higher positions.
- Providing an appropriate compensation to employees.

In the given situation, the company should use external sources of recruitment. Selecting candidates from the local area who are familiar with the working conditions, problems faced etc. in the local region would be more suitable.

The following selection process should be used:

- Screening candidates on the basis of the basic criteria and qualifications as required by the job.
- Evaluating the candidate on criteria such as aptitude, intelligence and personality.

- Conducting a personal interview to judge the overall suitability of the candidate according to the requirements of the job.
- Conducting a background check and taking references from the candidate.
- If selected, providing a job offer to the candidate.
- Providing an employment contract stating the terms and conditions of employment.

To have a highly trained and motivated workforce, the company must initiate the following methods of training and development.

- Apprenticeship programmes: Workers are made to work with a master worker who provides them the required skills for the job. After a pre-defined amount of time, the workers are then gradually shifted to work themselves.
- Coaching: Trainees are made to work with the guidance of a coach. They both work towards achieving the common goal as set on the basis of their mutual understanding. Typically, the aim of coaching is to train employees towards reaching a higher position at work.
- Internship training: Business corporations select students from educational institutions to work with them as interns for a certain period.
- Vestibule training: The organisation creates a dummy model of the real working environment. The trainees are first made to work on dummy machines. Only after they attain expertise to work on the dummies, they are shifted to the workplace.

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Q2 A major insurance company handled all recruiting, screening and training processes for data entry/customer service representatives. Their competitor was attracting most of the qualified, potential employees in their market. Recruiting was made even more difficult by the strong economy and the 'job-seeker's market.' This resulted in the client having to choose from candidates who had the 'soft' skills needed for the job, but lacked the proper 'hard' skills and training.

Questions

1. As an HR manager what problems do you see in the company?
2. How do you think it can be resolved?

Answer. The following problems are faced by the company:

→ The company faces a dearth of competent and qualified candidates as the competitors have attracted a majority of the most qualified candidates.

→ The existing employees lack the required hard skills which lead to poor performance.

Steps which can be taken to resolve the problems faced:

→ Proper training must be given to employees to make them proficient in hard skills.

→ Recruitment activities can be outsourced to a specialised agency so that the company is better able to attract competent candidates.

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Q3 A Public transport corporation has hired 1000 buses for the different routes for the passengers of metropolitan city. Most of the 3000 crewmen (drivers, conductors, helpers etc.) of these buses have been found to be wanting in satisfactorily dealing with public and daily commuters. They seem to be little interested in the job and the job seem to have lost all meaning to them.

Questions

1. As manager of the public transport company what measures do you suggest to improve the working of crewman in question?

2. Is it possible to modify their behaviour by planning a suitable type of training? Suggest one.

Answer. The following measures can be taken to improve the performance of the crewmen in the company:

→ Crewmen should be trained in the required soft skills.

→ Employees can be given various financial and non-financial incentives.

→ Employees should be made aware of the importance of their job.

Yes, behaviour can be modified with the help of proper training. Crewmen should be trained in the required soft skills so that they are better able to deal with commuters. The training should aim at making the crew more courteous and well-mannered towards commuters.

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Q4 Ms. Jayshree recently completed her Post Graduate Diploma in Human Resource Management. A few months from now a large steel manufacturing company appointed her as its human resource manager. As of now, the company employs 800 persons and has an expansion plan in hand which may require another 200 persons for various types of additional requirements. Ms. Jayshree has been given complete charge of the company's Human Resource Department.

Questions

1. Point out, what functions is she supposed to perform?
2. What problems do you foresee in her job?
3. What steps is she going to take to perform her job efficiently?
4. How significant is her role in the organisation?

Answer. The main function which she is supposed to perform is the staffing function. It is her responsibility to ensure that according to the expansion plans of the organisation, the job positions are appropriately filled with qualified and competent candidates. Further, she must ensure that the candidates are provided proper training and motivation to work. As part of her role, she must ensure that the individual goals of employees are in sync with the overall goals of the organisation.

The functions of Ms Jayshree can be summarised as follows:

- Recruiting appropriate candidates
- Preparing descriptions for the job positions
- Preparing a plan for compensation and incentives of employees
- Providing training to employees according to the job requirements
- Maintaining a harmonious work environment
- Ensuring social security and welfare of employees
- Defending the company in case of any law suits and legal complications

Some problems which Ms Jayshree may face:

- She has to perform various specialised functions at the same time.

- She has to follow a rigorous process in selecting the candidates.
- Identifying appropriate sources for recruitment of candidates is a challenging task.
- She must arrange for the training of personnel.

Steps to be taken to perform the job efficiently:

- She must formulate a proper staffing plan so as to estimate the human resource requirements at present and in the future.
- She must appropriately decide the basic qualification requirements for the job.
- An assessment test should be developed for the process of screening candidates.
- To attract potential candidates, the job should be well advertised.
- A series of proper selection tests and interviews should be conducted.

Her role is very significant in the organisation. It is highly essential to ensure that the most suitable candidates are selected for the job. An inappropriate selection would hamper the overall performance and efficiency in the organisation. In addition, as human behaviour is complex, it is even more complicated to select the right candidate. The following points justify the importance of human resource management:

- Ensuring the recruitment of right personnel so as to maintain performance and efficiency.
- Working towards growth and survival of the organisation through proper training.
- Providing proper motivation and incentives to employees.
- Ensuring optimum utilisation of resources.

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