

Unit 6

Part A

1. What is Staffing?

Staffing is that part of the process of management which is concerned with obtaining, utilising and maintaining a satisfactory and satisfied work force.

2. Name one internal source of recruitment.

Promotion

3. Name any one external source of recruitment.

Web publishing

4. Mention the first step in selection process.

Preliminary screening

5. State any one type of selection tests

Intelligence test

6. What is meant by Interview in Selection Process?

Interview is a formal, in-depth conversation conducted to evaluate the applicant's suitability for the job

7. What is Training?

Training is any process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased.

8. What is the meaning of 'Development' in Staffing Process?

Development refers to the learning opportunities designed to help employees grow.

9. Name on-the-job training method given to plumbers, electricians or iron workers.

Apprenticeship

10. State the off-the-job training method given to employees before handling sophisticated machinery and equipment.

Vestibule Training

11. Which one of the following is not a function of staffing?

- a) Recruitment
- b) Training
- c) Compensation
- d) **Directing**

12. Which one of the following is an internal source of recruitment?

- a) **Transfer**
- b) Employment exchange
- c) Advertisement
- d) Campus recruitment

13. Promotion of employees results in

- (a) Increase in pay
- (b) Increase in responsibility
- (c) Increase in job satisfaction

(d) All the above

14. Which of the following is on-the-Job method of training?

- a) Case study
- b) Coaching**
- c) Vestibule Training
- d) Computer modelling

Part B

15. Why is staffing both a line as well as staff activity?

It is important to understand that staffing is both a function of management just like planning, organising, directing, and controlling as well as a distinct functional area of management just as marketing management and financial management. Staffing, is therefore, referred to as both a line as well as a staff activity i.e., an essential function of the manager as well as an advisory role played by the Human Resource Department.

16. Write any two factors which influence the way of recruitment, selection and training of employees in any organisation.

It needs to be kept in mind that several factors such as supply and demand of specific skills in the labour market, unemployment rate, labour market conditions, legal and political considerations, company's image, policy, human resource planning cost, technological developments and general economic environment

17. What is Recruitment?

Recruitment refers to the process of finding possible candidates for a job or a function. It has been defined as 'the process of searching for prospective employees and stimulating them to apply for jobs in an organisation.'

18. Give the meaning of Selection.

Selection is the process of identifying and choosing the best person out of several prospective candidates for a job. Towards this purpose, the candidates are required to take a series of employment tests and interviews

19. What is Placement?

Placement refers to the employee occupying the position or post for which the person has been selected. It happens after an employee is selected in the company

20. What is Orientation?

Orientation is, thus, introducing the selected employee to other employees and familiarising him with the rules and policies of the organisation. It happens after an employee is selected in the company

21. Give the meaning of 'Transfer' as an internal source of recruitment.

It involves shifting of an employee from one job to another, one department to another or from one shift to another, without a substantive change in the responsibilities and status of the employee.

22. State the two types of direct financial payments which an organisation can adopt to pay its employees

N/A

23.State any two differences between Training and Development.

| Training | Development |
|---|--|
| It is a process of increasing knowledge and skills. | It is a process of learning and growth |
| 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 career-oriented process |

24.What is Job Rotation?

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.

25.State any two merits of external sources of recruitment.

- a) **Qualified Personnel:** By using external sources of recruitment, the management can attract qualified and trained people to apply for vacant jobs in the organisation.
- b) **Wider Choice:** When vacancies are advertised widely, a large number of applicants from outside the organisation apply. The management has a wider choice while selecting the people for employment.

26.Write any two demerits of external sources of recruitment.

- a) **Lengthy process:** Recruitment from external sources takes a long time. The business must notify the vacancies and wait for applications to initiate the selection process.
- b) **Costly process:** It is very costly to recruit staff from external sources. A lot of money must be spent on advertisement and processing of applications.

27.Mention any two merits of internal sources of recruitment

- a) Transfer has the benefit of shifting workforce from the surplus departments to those where there is shortage of staff;
- b) Filling of jobs internally is cheaper as compared to getting candidates from external sources.

28.Mention any two demerits of internal sources of recruitment

- a) The spirit of competition among the employees may be hampered
- b) Frequent transfers of employees may often reduce the productivity of the organisation.

Part C

29. Explain any four types of tests used for selection of employees.

- (a) Intelligence Tests: This is one of the important psychological tests used to measure the level of intelligence quotient of an individual. It is an indicator of a person's learning ability or the ability to make decisions and judgments.
- (b) Aptitude Test: It is a measure of individuals potential for learning new skills. It indicates the person's capacity to develop. Such tests are good indices of a person's future success score.
- (c) Personality Tests: Personality tests provide clues to a person's emotions, her reactions, maturity and value system etc. These tests probe the overall personality. Hence, these are difficult to design and implement.
- (d) Trade Test: These tests measure the existing skills of the individual. They measure the level of knowledge and proficiency in the area of professions or technical training. The difference between aptitude test and trade test is that the former measures the potential to acquire skills and the later the actual skills possessed.

30. Explain the internal sources of recruitment.

- a) Transfers: It involves shifting of an employee from one job to another, one department to another or from one shift to another, without a substantive change in the responsibilities and status of the employee. It may lead to changes in duties and responsibilities, working condition etc., but not necessarily salary. Transfer is a good source of filling the vacancies with employees from over-staffed departments. It is practically a horizontal movement of employees. Shortage of suitable personnel in one branch may be filled through transfer from another branch or department. Job transfers are also helpful in avoiding termination and in removing individual problems and grievances.
- b) Promotions: Business enterprises generally follow the practice of filling higher jobs by promoting employees from lower jobs. Promotion leads to shifting an employee to a higher position, carrying higher responsibilities, facilities, status and pay. Promotion is a vertical shifting of employees. This practice helps to improve the motivation, loyalty, and satisfaction level of employees.

31. How does training and development of employees benefit the organizations?

- a) Training is a systematic learning, always better than hit and trial methods which lead to wastage of efforts and money.
- b) It enhances employee productivity both in terms of quantity and quality, leading to higher profits.
- c) Training equips the future manager who can take over in case of emergency.
- d) Training increases employee morale and reduces absenteeism and employee turnover.
- e) It helps in obtaining effective response to fast changing environment – technological and economic.

Part D

32. Explain the stages in Staffing Process.

- a) **Estimating the Manpower Requirements:** You are aware that while designing the organizational structure, we undertake an analysis of the decisions and the decision-making levels, activities as well as relationship among them with a view to evolving the horizontal and vertical dimensions of the structure. Thus, various job positions are created. Clearly, performance of each job necessitates the appointment of a person with a specific set of educational qualifications, skills, prior experience and so on.
- b) **Recruitment:** Recruitment may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organization. The information generated in the process of writing the job description and the candidate profile may be used for developing the 'situations vacant' advertisement. The advertisement may be displayed on the factory/ office gate or else it may be got published in print media or flashed in electronic media. This step involves locating the potential candidate or determining the sources of potential candidates.
- c) **Selection:** Selection is the process of choosing from among the pool of the prospective job candidates developed at the stage of recruitment. Even in case of highly specialized jobs where the choice space is very narrow, the rigor of the selection process serves two important purposes:
 - (i) It ensures that the organization gets the best among the available, and
 - (ii) It enhances the self-esteem and prestige of those selected and conveys to them the seriousness with which the things are done in the organization.
- d) **Placement and Orientation:** Joining a job marks the beginning of socialization of the employee at the workplace. The employee is given a brief presentation about the company and is introduced to his superiors, subordinates and the colleagues. He is taken around the workplace and given the charge of the job for which he has been selected. This process of familiarization is very crucial and may have a lasting impact on his decision to stay and on his job performance
- e) **Training and Development:** What people seek is not simply a job but a career. Everyone must have the opportunity to rise to the top. The best way to provide such an opportunity is to facilitate employee learning. Organizations have either inhouse training centers or have forged alliances with training and educational institutes to ensure continuing learning of their employees. The organizations too benefit in turn. If employee motivation is high, their competencies are strengthened, they perform better and thus, contribute more to organizational effectiveness and efficiency.

33. Describe the steps involved in Selection Process

The important steps in the process of selection are as follows:

- a) **Preliminary Screening:** Preliminary screening helps the Manager eliminate unqualified or unfit job seekers based on the information supplied in the application forms.
- b) **Selection Tests:** An employment test is a mechanism (either a paper and pencil test or an exercise) that attempts to measure certain characteristics of individuals. The important selection tests are:
 - (i) **Intelligence Tests:** This is one of the important psychological tests used to measure the level of intelligence quotient of an individual. It is an indicator of a person's learning ability or the ability to make decisions and judgments.
 - (ii) **Aptitude Test:** It is a measure of individuals potential for learning new skills. It indicates the person's capacity to develop. Such tests are good indices of a person's future success score.
 - (iii) **Personality Tests:** Personality tests provide clues to a person's emotions, her reactions, maturity and value system etc. These tests probe the overall personality. Hence, these are difficult to design and implement.
 - (iv) **Trade Test:** These tests measure the existing skills of the individual. They measure the level of knowledge and proficiency in professions or technical training. The difference between aptitude test and trade test is that the former measures the potential to acquire skills and the later the actual skills possessed.
 - (v) **Interest Tests:** Every individual has fascination for some job than the other. Interest tests are used to know the pattern of interests or involvement of a person.
- c) **Employment Interview:** Interview is a formal, in-depth conversation conducted to evaluate the applicant's suitability for the job. The role of the interviewer is to seek information and that of the interviewee is to provide the same.
- d) **Reference and Background Checks:** Many employers request names, addresses, and telephone numbers of references for verifying information and, gaining additional information on an applicant. Previous employers, known persons, teachers and university professors can act as references.
- e) **Selection Decision:** The final decision must be made from among the candidates who pass the tests, interviews and reference checks. The views of the concerned manager will be generally considered in the final selection because it is he/she who is responsible for the performance of the new employee.
- f) **Medical Examination:** After the selection decision and before the job offer is made, the candidate is required to undergo a medical fitness test. The job offer is given to the candidate being declared fit after the medical examination.
- g) **Job Offer:** The next step in the selection process is job offer to those applicants who have passed all the previous hurdles. Job offer is made through a letter of appointment/confirm his acceptance. Such a letter

generally contains a date by which the appointee must report on duty.
The appointee must be give

- h) Contract of Employment: After the job offer has been made and candidate accepts the offer, certain documents need to be executed by the employer and the candidate. One such document is the attestation form.

34. Explain the four methods of On-the-Job and any four methods of Off-the-Job training.

- a) **Apprenticeship Programmes:** Apprenticeship programmes put the trainee under the guidance of a master worker. These are designed to acquire a higher level of skill. People seeking to enter skilled trades, to become, for example, plumbers, electricians or iron-workers, are often required to undergo apprenticeship training. These apprentices are trainees who spend a prescribed amount of time working with an experienced guide, or trainer.
- b) **Coaching:** In this method, the superior guides and instructs the trainee as a coach. The coach or counsellor sets mutually agreed upon goals, suggests how to achieve these goals, periodically reviews the trainee's progress and suggests changes required in behaviour and performance. The trainee works directly with a senior manager and the manager takes full responsibility for the trainee's coaching.
- c) **Internship Training:** It is a joint programme of training in which educational institutions and business firms cooperate. Selected candidates carry on regular studies for the prescribed period. They also work in some factory or office to acquire practical knowledge and skills.
- d) **Job Rotation:** 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. The trainee gets fully involved in the departments operations and gets a chance to test her own aptitude and ability

Off The job training

- a) **Class Room Lectures/Conferences:** The lecture or conference approach is well adapted to conveying specific information, rules, procedures or methods. The use of audio-visuals or demonstrations can often make a formal classroom presentation more interesting while increasing retention and offering a vehicle for clarifying more difficult points.
- b) **Films:** They can provide information and explicitly demonstrate skills that are not easily represented by the other techniques. Used in conjunction with conference discussions, it is a very effective method in certain cases.
- c) **Case Study:** Taken from actual experiences of organisations, cases represent attempts to describe, as accurately as possible real problems that managers have faced. Trainees study the cases to determine problems, analyse causes, develop alternative solutions, select what they believe to be the best solution, and implement it.
- d) **Computer Modelling:** It simulates the work environment by programming a computer to imitate some of the realities of the job and allows learning to take place without the risk or high costs that would be incurred if a mistake were made in real life situation.

35. Explain the benefits of training and development to the organization and to the employees

Benefits of Training to the Organization

- a) Training is a systematic learning, always better than hit and trial methods which lead to wastage of efforts and money.
- b) It enhances employee productivity both in terms of quantity and quality, leading to higher profits.
- c) Training equips the future manager who can take over in case of emergency.
- d) Training increases employee morale and reduces absenteeism and employee turnover.
- e) It helps in obtaining effective response to fast changing environment – technological and economic.

Benefits of Training to the Employee

- a) Improved skills and knowledge due to training lead to better career of the individual.
- b) Increased performance by the individual help him to earn more.
- c) Training makes the employee more efficient to handle machines. Thus, less prone to accidents.
- d) Training increases the satisfaction and morale of employees.