



INDIAN SCHOOL MUSCAT
Senior Section
Department of Commerce and Humanities

Class : 12

SOLVED SUPPORT MATERIAL
CHAPTER :6 : STAFFING

Reference:
KVS Question
Bank/ NCERT
Date of
submission
-----2017

Date of issue
-----2017

BUSINESS STUDIES (054)

1 Define 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 State the benefits of staffing.

- Helps in discovering and obtaining competent personnel for various jobs;
- Makes for higher performance, by putting right person on the right job;
- Ensures the continuous survival and growth of the enterprise through the succession planning for managers.
- Helps to ensure optimum utilisation of the human resources.
- Improves job satisfaction and morale of employees through objective assessment and fair reward for their contribution.

3 What does Human Resource Management include and state its duties?

Human Resource Management includes many specialised activities and duties which the human resource personnel must perform.

These duties are:

- Recruitment i.e., search for qualified people
- Analysing jobs, collecting information about jobs to prepare job descriptions.
- Developing compensation and incentive plans.
- Training and development of employees for efficient performance and career growth.
- Maintaining labour relations and union management relations.
- Handling grievances and complaints.
- Providing for social security and welfare of employees.
- Defending the company in law suits and avoiding legal complications.

4 Explain the steps or stages in the process of Staffing.

1) Estimating the Manpower Requirements:

- Various job positions are created. For the performance of each job there is a need to appoint person with a specific set of educational qualifications, skills, prior experience and so on.
- Thus, understanding manpower requirements is not merely a matter of knowing how many persons we need but also of what type.

2) Recruitment:

- Recruitment may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.
- Both internal and external sources of recruitment may be explored. Internal sources may

be used to a limited extent. For fresh talent and wider choice external sources are used.

3) **Selection:**

- Selection is the process of choosing from among the pool of the prospective job candidates developed at the stage of recruitment.
- The selection process serves two important purposes: (i) it ensures that the organisation 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 organisation.

4) **Placement and Orientation:**

- 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.
- Orientation is, thus, introducing the selected employee to other employees and familiarising him with the rules and policies of the organisation. Placement refers to the employee occupying the position or post for which the person has been selected.

5) **Training and Development:**

- Every one must have the opportunity to rise to the top. The best way to provide such an opportunity is to facilitate employee learning.
- Organisations have either in house training centers or have forged alliances with training and educational institutes to ensure continuing learning of their employees.
- By offering the opportunities for career advancement to their members, organisations are not only able to attract but also retain its talented people.

6) **Performance Appraisal :**

- Performance appraisal means evaluating an employee's current and/or past performance as against certain predetermined standards.
- The performance appraisal process, therefore, will include defining the job, appraising performance and providing feedback

7) **Promotion and career planning :**

- Managers need to design activities to serve employees' longterm interests also. They must encourage employees to grow and realise their full potential.
- Promotions are an integral part of people's career. They refer to being placed in positions of increased responsibility, mean more pay, responsibility incentives, commissions and
and job satisfaction. bonuses and indirect payments like employer paid insurance

8) **Compensation :**

- Compensation refers to all forms of pay or rewards a worker may be paid according to performance of the employees.
- It may be the number of units produced byin the form of direct financial him/her. There are many methods payments like wages, salaries, to calculate the compensation under various incentive plans to reward performance.

5 **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.'
- Sources of Recruitment :

Internal Sources: There are two important sources of internal recruitment, namely, transfers and promotions.

(i) **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 overstaffed departments. It is practically a horizontal movement of employees. Shortage of suitable

personnel in one branch may be filled through transfer from other branch or department.

(ii) **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.

6 **State the Merits and demerits of Internal Sources.**

Merits of Internal sources:

- Employees are motivated to improve their performance. A promotion at a higher level may lead to a chain of promotion at lower levels in the organisation.
- Internal recruitment also simplifies the process of selection and placement. The candidates that are already working in the enterprise can be evaluated more accurately and economically.
- Transfer is a tool of training the employees to prepare them for higher jobs. Also people recruited from within the organisation do not need induction training.
- Transfer has the benefit of shifting workforce from the surplus departments to those where there is shortage of staff.
- Filling of jobs internally is cheaper as compared to getting candidates from external sources.

Demerits of Internal Sources

- The scope for induction of fresh talent is reduced. Hence, complete reliance on internal recruitment involves danger of 'inbreeding' by stopping 'infusion of new blood' into the organization.
- The employees may become lethargic if they are sure of timebound promotions;
- A new enterprise cannot use internal sources of recruitment. No organisation can fill all its vacancies from internal sources;
- The spirit of competition among the employees may be hampered; and
- Frequent transfers of employees may often reduce the productivity of the organisation.

7 **Explain the most commonly used External sources of recruitment.**

- **Direct Recruitment:** Under the direct recruitment, a notice is placed on the noticeboard of the enterprise specifying the details of the jobs available. Jobseekers assemble outside the premises of the organisation on the specified date and selection is done on the spot. The practice of direct recruitment is followed usually for casual vacancies of unskilled or semiskilled jobs.
- **Casual Callers:** Many reputed business organisations keep a database of **unsolicited applicants** in their offices. Such jobseekers can be a valuable source of manpower. A list of such jobseekers can be prepared and can be screened to fill the vacancies as they arise.
- **Advertisement:** Advertisement in newspapers or trade and professional journals is generally used when a wider choice is required. Most of the senior positions of industry as well as commerce are filled by this method.
- **Employment Exchange:** Employment exchanges run by the Government are regarded as a good source of recruitment for unskilled and skilled operative jobs. Employment exchanges help to match personnel demand and supply by serving as link between jobseekers and employers.
- **Placement Agencies and Management Consultants:** In technical and professional areas, private agencies and professional bodies appear to be doing substantive work.

Placement agencies provide a nationwide service in matching personnel demand and supply. Such agencies charge fee for their services and they are useful where extensive screening is required.

- **Campus Recruitment:** Many big organisations maintain a close liaison with the universities, vocational schools and management institutes to recruit qualified personnel for various jobs. Recruitment from educational institutions is a well established practice of businesses. This is referred to as campus recruitment.
- **Recommendations of Employees:** Applicants introduced by present employees, or their friends and relatives may prove to be a good source of recruitment. Such applicants are likely to be good employees because their background is sufficiently known.
- **Labour Contractors:** Labour contractors maintain close contacts with labourers and they can provide the required number of unskilled workers at short notice. Workers are recruited through labour contractors who are themselves employees of the organisation.
- **Advertising on Television:** The practice of telecasting of vacant posts over Television is gaining importance these days. The detailed requirements of the job and the qualities required to do it are publicised alongwith the profile of the organisation where vacancy exists.
- **Web Publishing:** Internet is becoming a common source of recruitment these days. There are certain websites specifically designed and dedicated for the purpose of providing information about both job seekers and job opening. In fact, websites such as www.naukri.com, www.jobstreet.com etc., are very commonly visited both by the prospective employees and the organisations searching for suitable people.

8 State the Merits and Demerits of External sources.

Merits of External Sources :

- **Qualified Personnel:** By using external sources of recruitment, the management can attract qualified and trained people to apply for vacant jobs in the organisation.
- **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.
- **Fresh Talent:** The present employees may be insufficient or they may not fulfill the specifications of the jobs to be filled. External recruitment provide wider choice and brings new blood in the organisation. However, it is expensive and timeconsuming.
- **Competitive Spirit:** If a company taps external sources, the existing staff will have to compete with the outsiders. They will work harder to show better performance.

Limitations of External Sources:

- **Dissatisfaction among existing staff:** External recruitment may lead to dissatisfaction and frustration among existing employees. They may feel that their chances of promotion are reduced.
- **Lengthy process:** Recruitment from external sources takes a long time. The business has to notify the vacancies and wait for applications to initiate the selection process.
- **Costly process:** It is very costly to recruit staff from external sources. A lot of money has to be spent on advertisement and processing of applications.

9 Define Selection. Explain the steps or stages in the process of selection.

Selection is the process of identifying and choosing the best person out of a number of prospective candidates for a job.

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

- (i) Preliminary Screening:** Preliminary screening helps the manager eliminate unqualified or unfit job seekers based on the information supplied in the application forms.
- (ii) 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. Important Tests Used for Selection of Employees:

(a) Intelligence Tests: This is one of the important psychological tests used to measure the level of intelligence. 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.

(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.

(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 potential to acquire skills and the later the actual skills possessed.

(e) 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.

(iii) Employment Interview: Interview is a formal, indepth 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.

(iv) Reference and Background Checks: Many employers request names, addresses, and telephone

numbers of references for the purpose of verifying information and, gaining additional information on an applicant. Previous employers, known persons, teachers and university professors can act as references.

(v) Selection Decision: The final decision has to 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.

(vi) 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.

(vii) 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.

(viii) 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. This form contains certain vital details about the candidate, which are authenticated and attested by him or her.

10 **What is Training and Development?**

The term training is used to indicate the process by which attitudes, skills and abilities of employees to perform specific jobs are increased. But the term development means growth of individual in all respects. Training is short term process but development is an on going process.

Training and Development is an attempt to improve the current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge.

11 **Explain the importance of Training and Development.**

Training and development help both the organisation and the individual.

Benefits to the organisation

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

Benefits to the Employee

- (i) Improved skills and knowledge due to training **lead to better career** of the individual.
- (ii) Increased performance by the individual **help him to earn more**.
- (iii) Training makes the **employee more efficient to handle machines**. Thus, less prone to accidents.
- (iv) Training **increases the satisfaction and morale** of employees.

12 Difference 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.

13 Explain the different methods of training.

Training is broadly categorised into two groups: On-the-Job and Off-the-Job methods.

On the Job Methods

On-the-Job methods refer to the methods that are applied to the workplace, while the employee is actually working.

(i) Apprenticeship Programmes:

Apprenticeship programmes put the trainee under the guidance of a master worker. A higher level of skill. People seeking to enter skilled jobs, to become, for example, plumbers, electricians or iron-workers, are often required to undergo apprenticeship training.

(ii) Coaching: In this method, the superior guides and instructs the trainee as a coach. The coach or Counselor sets mutually agreed upon goals, suggests how to achieve these goals, periodically reviews the trainees progress and suggests changes required in behavior and performance. The trainee works directly with a senior manager and the manager takes full responsibility for the trainee’s coaching.

(iii) 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.

(iv) 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 as a whole functions.

Off the Job Methods

Off-the-Job methods are used away from the workplace. The former means learning while doing, while the latter means learning before doing.

(i) 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.

(ii) 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.

(iii) **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.

(iv) **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.

(v) **Vestibule Training:** Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor. Actual work environments are created in a class room and employees use the same materials, files and equipment. This is usually done when employees are required to handle sophisticated machinery and equipment.

(vi) **Programmed Instruction:** Information is broken into meaningful units and these units are arranged in a proper way to form a logical and sequential learning package i.e. from simple to complex. The trainee goes through these units by answering questions or filling the blanks.

*****Chapter -6*****