**CHAPTER - 6**

**STAFFING**

Q1. Staffing function has assumed greater importance these days because of \_\_\_\_\_\_\_\_\_. (1)

(a) Rapid advancement of technology

(b) Increasing size of organisation

(c) Complicated behaviour of human beings

(d) All of these

Q2. \_\_\_\_\_\_\_\_\_\_\_ means determining the number and types of personnel required to fill various positions in the organisation . (1)

(a) Recruitment

(b) Selection

(c) Staffing

(d) Human Resource Planning

Q3. Which of the following option is correct: (1)

1. Recruitment is a negative step

2. Selection is a positive step

3. Both recruitment and selection are part of staffing.

(a) 1 is correct

(b) 3 is correct

(c) Both 1 & 3 are correct

(d) All are correct

Q4. The performance appraisal process includes : (1)

(a) Defining the job

(b) Evaluating performance

(c) Providing feedback

(d) All of these

Q5. 'Transfer' involves shifting of an employee from \_\_\_\_\_\_\_\_. (1)

(a) One job to another

(b) One department to another

(c) One shift to another

(d) All of these

Q6. This is a training method in which selected candidates carry on regular studies for the prescribed period .They also work in some factory or office to acquire practical knowledge and skills.

(a) Apprenticeship training

(b) Internship training

(c) Vestibule training

(d) Induction training

Q7. What is meant by recruitment? How is it different from selection? (3)

Q8. Distinguish between training and development. (3)

Q9. Name and define the process that helps in finding possible candidates for a job or a function. What are the modes of process? (3)

Q10. Vinod - The Human Resource Manager, Umesh - The Assistant manager and Ashok - The Marketing Head of Hitashi Enterprises Ltd. decided to leave the company. The Chief Executive Officer of the company called the Human Resource Manager, Vinod and requested him to fill-up the vacancies before leaving the organization. Vinod suggested that his subordinate Rajesh is very competent and trustworthy. If he could be moved up in the hierarchy, he would do the needful. The Chief Executive Officer agreed for the same. Rajesh contacted 'Zenith Recruiters' who advertised for the post of marketing head for 'Hitachi Enterprises Ltd.'. They were able to recruit a suitable candidate for the company. Umesh's vacancy was filled-up by screening the database of unsolicited applications lying in the office.

(a) Name the internal/external sources of recruitment used by 'Hitashi Enterprises Ltd." to fill up the above stated vacancies.

(b) Also, state any one merit of each of the above-identified sources of recruitment.

(3)

Q11. The workers of a factory are unable to work on new machines and always demand the help of their supervisor. The Supervisor is overburdened with their frequent calls. Suggest the remedy? (3)

Q12. Explain briefly “transfers” and “promotions” as internal sources of recruitment.(4)

Q13. Present day human resource management is a broader concept." Explain? (4)

Q14. What is the importance of staffing? (4)

Q15. List and explain the different types of rest used in selection process. (4)

Q16. What are the advantages of training to the individual and to the organisation? (4)

Q17. Define the staffing process and the various steps involved in it. (6)

Q18. Explain the procedure for selection of employees. (6)

Q19. A company X Ltd. is setting up a new plant in India for manufacturing auto components. India is highly competitive and cost-effective production base in this sector, X Ltd. 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 work force. You had been retained by the company to advise it in this matter  
(i) Outline the process of staffing the company should flow  
(ii) Which sources of recruitment should the company rely upon? Give reasons for your recommendation  
(iii) Outline the process of selection the company should follow with reasons.  
(iv) Which methods of training and development should company initiate? Explain giving reasons. (6)

**Answers**

Ans 1. (d) All of these

Ans 2. (d) Human Resource Planning

Ans 3. (b) 3 is correct

Ans 4. (d) All of these

Ans 5. (d) All of these

Ans 6. (b) Internship training

Ans 7. Recruitment refers to the process of finding possible candidates for a job. It can be defined as the process of motivating and encouraging people to come and apply for a job in an organisation. Selection is the process of identifying and choosing the best person out of a number of prospective candidates for a job.  
If recruitment is positive, selection is negative. Recruitment helps in creating a pool of prospective workforce whereas selection helps in finding the best out of them.

Ans 8.

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| TRAINING | DEVELOPMENT |
| Employees are given the opportunity to acquire skills, competencies, and learning in accordance with post-duty obligations through training. | Development is a term used to describe a procedure that aids in the understanding of an employee's overall growth and improvement of abilities. |
| Training is provided to employees to improve their work performances. | It is done to prepare employees for future challenges. |
| It is short-term. | It is long-term. |
| It is skill oriented. | It is career oriented. |

Ans 9. Recruitment is described as the process of locating potential employees and encouraging them to apply for positions within the company. It is the entire employment process, beginning with the initial interview.It is a constructive process of locating potential employees and encouraging them to apply for positions within the company. There will be more opportunities to hire better people if more people seek jobs.

The two modes of recruitment are internal and external.

* **Internal Sources:** The term "internal sources of recruiting" refers to employing personnel from within the company. In other words, people applying for various roles are those who are currently employed by the same company. For example, promotions and transfers.
* **External Sources:** Employees hired from outside the organization are referred to as external sources of recruiting. In other words, the job seekers in this scenario are individuals who are not affiliated with the organization. For example, casual callers, campus placement, advertisement, management consultants etc.

Ans 10.(a) The internal/external sources of recruitment used by 'Hitachi Enterprises Ltd." to fill- up the various positions are listed below.

* Promotion:  It was used to fill the position of human resource manager, on which Vinod worked previously.
* Placement Agencies and Management Consultants:For the position of Marketing Head, on which Ashok worked previously.
* Casual Callers: They are being considered for the position of Assistant Manager, on which Umesh worked previously.

(b) The following are the merits of the above listed sources of recruitment.

* Placement Agencies and Management Consultants: Because of their expertise and specialization in the field of hiring new blood, they assist in attracting the required personnel to the organization.
* Casual Callers':It's the cheapest way to get a job.
* Promotion: Promotions among current employees can be an excellent source of new hires. Through promotions the background and reference checks need not to be done, and the cost of induction is also saved, as the employee is from the organization itself.

Ans 11. Workers of factories should be trained through Vestibule Training. Employees are trained on the equipment they will be working with.. However, the training takes place away from the actual work environment. In a classroom, a realistic work atmosphere is provided, with employees using the same materials, files, and equipment they are supposed to use at the workplace. This is usually done when employees are required to handle sophisticated machinery and equipment.

Ans 12. The explanations are given below:

* Transfers:Job vacancies are filled through transfers by transferring qualified personnel from one department of the organization to the department where the vacancies exist. Transfers is a horizontal process in which employees that are transferred are rarely given new duties or employment positions. Hence the nature and type of job remains the same.
* Promotions: Promotion means when an employee is being placed at a position of increased responsibility and authority. Promotion and career planning is important. Promotions and transfers among current employees can be an excellent source of new hires. Promotion refers to an employee being promoted to a higher position with increased status, compensation, and responsibility.

Ans 13. Present day human resource management is a broader concept because today's human resource management the following activities are performed:

* Assists in the achievement of company goals as well as personal goals of personnel.
* Employees efficiently and effectively use their skills and expertise.
* Increase employee job satisfaction.
* Maintain a high level of morale and positive interpersonal relationships inside the organization.
* It also focuses on ensuring peace and harmony within the employees of the organization.
* This aspect of HRM is also concerned with the working environment and facilities.
* It is a highly delicate sector that necessitates cautious interactions with labour or employee unions, addressing their grievances, and effectively resolving disputes in order to keep the company at peace and concord.

Ans 14. 1. Finding proper resources: Staffing performs a very important role of finding the best resource necessary for conducting the day to day operations of the business. In other words, staffing is the process of finding out the qualified resources for performing the various functions of the business.

2. Facilitates control: An organisation where the staff are well trained in their respective jobs will result in better control and also better performance for the organisation. This reduces deviations in workflow and ensures smooth functioning of the business.

3. Improved performance: Since the staffing process is all about selection of the right person for the right position, it greatly impacts the business performance by reducing the turnaround time.

4. Provides motivation: By recognising the talent of the employee various financial and non-financial incentives can be provided by management. It will keep the employee motivated to provide the best effort towards the improvement of organisational performance.

5. Reduction in cost of production: Staffing selects the appropriate candidate for the job role which results in reducing cost of production and also improves revenue of the organisation.

Ans 15. Types of selection tests are :

(i) Intelligence test: It is a psychological test used to measure the level of intelligence of an individual and his ability to make decisions.

(ii) Aptitude test : It is a psychological test used to measure the potential of an individual to learn new skills.

(iii) Personality test : It is a test that provides cues regarding a person's emotions, reactions and value systems.

(iv) Trade test : It is a test used to measure the existing skills of an individual to perform a job.

(v) Interest test: It is a test used to know the interests or involvement of a person in either activity.

Ans 16. Training helps both the organisation and the individual.  
Benefits to the Organisation  
(i) Training is a systematic learning which reduces the wastage of efforts and money.  
(ii) Enhances employee productivity.  
(iii) Training helps a manager to handle an emergency situation.  
(iv) Training motivates workers and thus reduces absenteeism.  
(v) Helps in adjusting to the changing environment (technological).  
Benefits to the Employee  
(i) Better career opportunities due to improved skills and knowledge.  
(ii) Earnings can be increased due to improved performance.  
(iii)Trained workers can handle machines more efficiently.  
(iv) Employees always remain motivated and satisfied.

Ans 17.  Staffing process of the management is concerned with acquiring, developing, employing, remunerating and retaining people or we can say it is the timely fulfilment of the manpower requirements with in an organisation.  
The following steps are involved in staffing process  
(i) Estimating the Manpower Requirements - The first step in the staffing process is determining the present manpower inventory and assessing the present and future manpower requirements of the organisation keeping in mind the production schedule, demand etc.  
(ii) Recruitment - Recruitment may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organisation. For this various sources can be used like transfer, promotion, advertising, job consultants etc.  
(iii) Selection - Selection is the process of choosing from among the pool of the prospective job candidates developed at the stage of recruitment. It involves a host of tests and interviews.  
(iv)Placement and Orientation - Orientation is introducing the selected employee to other employees and familiarising him with the rules and policies of the organisation. He is taken around the work place and given the charge of the job for which he has been selected. Placement refers to the employee occupying the position or post for which the person has been selected.  
(v) Training and Development - All organisations have either in-house training centres or have forged alliances with training and educational institutes to ensure continued learning of their subordinates. By offering the opportunities for career advancement to their members, organisations are not only able to attract but also retain its talented staff.  
(vi) Performance Appraisal - After the employees have undergone a period of training and they have been on the job for some time, there is a need to evaluate their performance. The employee is expected to know what the standards are and the superior is to provide the employee feedback on his/her performance. The performance appraisal process, therefore, will include defining the job, appraising performance and providing feedback.  
(vii) Promotion and Career Planning -  It is very important for all organisations to address career related issues and promotional avenues for their employees. They must provide opportunities to everyone to show their potential and in return promotions can be provided.  
(viii)Compensation - All organisations need to establish wage and salary plans for their employees. There are various ways to prepare different pay plans depending on the worth of the job. Compensation therefore, refers to all forms of pay or rewards going to employees.

Ans 18. The important steps in the process of selection are as follows  
(i) Preliminary Screening It 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 that attempts to measure certain characteristics of individuals. These range from aptitudes, such as manual dexterity, to intelligence to personality.  
(iii) Employment Interview Interview is a formal, in depth conversation conducted to evaluate the applicant’s suitability for the job.  
(iv)Reference and Background Checks Many employers request names, addresses and telephone numbers of references for the purpose of verifying information and gaining additional on an applicant.  
(v) Selection Decision The final decision has to be made among the candidates who pass the tests, interviews and reference checks.  
(vi)Medical Examination Before the candidate is given a job offer he/she is required to go through a medical test.  
(vii) Job Offer 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. There is also a need for preparing a contract of employment. It includes job title, duties, responsibilities, date when continuous employment starts etc.

Ans 19. (i) The steps involved in the staffing process:  
(a) Estimating manpower requirement (b) Recruitment  
(c) Selection  (d) Placement and orientation  
(e) Training and development  
(ii) Company should rely upon external source of recruitment as companies require to set up a new plant and large number of manpower with latest technology.  
(iii) The steps in the process of selection:  
(a) Preliminary screening  (b) Selection test  
(c) Interview  (d) References  
(e) Selection decisions   (f) Medical examination  
(g) Job offer (h) Contract of employment.  
(iv) Company should prefer following methods of training and development:  
(a) Apprenticeship programme  (b) Vestibule school  
(c) Internship training