



## INDIAN SCHOOL AL WADI AL KABIR

Class: XII	Department: Commerce
Worksheet No: 6	Topic: STAFFING

- \_\_\_\_\_ has been described as the managerial function of filling and keeping filled the positions in the organisation structure. [Staffing]
- It enables an assessment of the number and types of human resources necessary for the performance of various jobs and accomplishment of organisational objectives.  
[work load analysis]
- \_\_\_\_\_ is the process of choosing from among the pool of the prospective job candidates developed at the stage of recruitment. [selection]
- Even in case of highly specialised jobs where the choice space is very narrow, the rigour of the selection process serves two important purposes-Enumerate.
  - it ensures that the organisation gets the best among the available, and
  - 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
- It means evaluating an employee's current and/or past performance as against certain predetermined standards-Identify the concept of staffing.  
[Performance appraisal]
- \_\_\_\_\_ analysis would reveal the number and type available.  
[work force]
- It may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organization. [Recruitment]
- \_\_\_\_\_ introducing the selected employee to other employees and familiarising him with the rules and policies of the organisation. [orientation]
- \_\_\_\_\_ refers to employee occupying the position or post for which the person has been selected. [placement]
- It refers to all forms of pay or rewards going to employees. It may be in the form of direct financial payments like wages, salaries, incentives, commissions and bonuses and indirect payments like employer paid insurance and vacations. - Give one word  
[Compensation]
- What are the two types of direct financial payments- explain?

### Answer

Direct financial payments are of two types:

- Time based - A time-based plan means salary and wages are paid either daily, weekly or monthly or annually.
- Performance based- Performance based plans means salary/wages are paid according to piecework. For example, a worker may be paid according to the number of units produced by him/her.

12. The process of searching for prospective employees and stimulating them to apply for jobs in an organization involves various activities- Explain.

**Answer**

The various activities involved with the process of recruitment includes

- (a) identification of the different sources of labour supply,
- (b) assessment of their validity,
- (c) choosing the most suitable source or sources, and
- (d) inviting applications from the prospective candidates, for the vacancies

13. Bhagwati Enterprises is a company engaged in the marketing of air- conditioners of a famous brand. The company has a functional structure with four main functions — Purchase, Sales, Finance and Staffing. As the demand for the product grew, the company decided to recruit more employees. Identify the concept which will help the Human Resource Manager to find out the number and type of personnel available so that he could decide and recruit the required number of persons for each department.

**Answer**

Workforce Analysis

14. Pluto Utensils is a very old manufacturing company. Recently it was found by the management that the employees who were working in the organisation were lethargic with limited skills. The management compared its organisation with that of others and found a huge difference. When a proper analysis of job positions and their occupants was done it was found that many of them were not working at places suitable to them. This increased the worry of the management. The organisation had already spent five decades in the industry and was worried about the successful continuation of business which required capable future managers but the current employees were not much capable. The company had recently suffered huge losses. It was running out of budget. To add to its problems the number of employees was more than required so the company had to bear additional cost. It is said that one bad thing leads to another. This came true for the company when there was some negative reporting about its HR practices in a daily newspaper where it was mentioned that the employees were not satisfied and suffered with low morale. The scene forty years back was different when the company used to be the number one brand in its segment.

- a) Which function of management doesn't seem to be working well from the information given above?
- b) Identify the different benefits, associated with the proper utilisation of this function, the company would have enjoyed if everything had worked in its favour.

**Answer**

- a) Staffing.
- b) The benefits of staffing highlighted above are:
  - **Competent Personnel.** Recently it was found by the management that the employees who were working in the organisation were lethargic with limited skills.
  - **Right person for right job.** When a proper analysis of job positions and their occupants was done it was found that many of them were not working at places suitable to them.

- **Succession Planning.** The organisation had already spent five decades in the industry and was worried about the successful continuation of business which required able future managers but the current employees were not much capable.
- **Optimum utilisation of human resources.** To add to its problems the number of employees were more than required, so the company had to bear additional cost.
- **Improves job satisfaction and morale of the employees.** This came true for the company when there was some negative reporting about its HR practices in a daily newspaper where it was mentioned that the employees were not satisfied and suffered with low morale.

15. Aditya Rubbers is thinking of knowing the worth of its employees but it is unable to do so yet. The firm now has decided to include a step in its staffing process through which it can judge the performance of its employees.

- a) Name the step in the staffing process the organisation has decided to include.
- b) Name the two steps in the staffing process which precede this above identified step.

**Answer**

- a) Performance Appraisal.
- b) The following two steps in the process of staffing which precede performance appraisal
  - Placement and Orientation.
  - Training and Development.

16. Ashish, the Marketing Head, Raman, the Assistant Manager and Jyoti, the Human Resource Manager of 'Senor Enterprises Ltd/' decided to leave the company. The Chief Executive Officer of the company called Jyoti, the Human Resource Manager and requested her to fill up the vacancies before leaving the organization. Informing that her subordinate Miss Alka Pandit was very competent and trustworthy, Jyoti suggested that if she could be moved up in the hierarchy, she would do the needful. The Chief Executive Officer agreed for the same. Miss Alka Pandit contacted 'Keith Recruiters' who advertised for the post of marketing head for 'Senor Enterprises Ltd. They were able to recruit a suitable candidate for the company. Raman'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 'Senor Enterprises Ltd.' to fill up the above stated vacancies.
- b) Also state any one merit of each of the above identified source of recruitment.

**Answer**

- Sources of recruitment used by 'Senor Enterprises Ltd.':
- Promotion—for the post of Human Resource Manager
- Placement Agencies and Management Consultants—for the post of Marketing Head
- Casual Callers—for the post of Assistant Manager

**One merit of each source of recruitment:**

- Promotion. Promotion of employees helps in improving their motivation, loyalty and satisfaction level.

- Management Consultants. Management Consultancy firms help the organization to recruit technical, professional and managerial personnel. They recommend suitable names to their clients.
- Casual Callers. Maintaining a database of unsolicited applicants in their offices helps the organization in reducing the cost of recruiting workforce. It is the cheapest source of recruitment.

17. Identify the type of recruitment in the following cases:

- a. In a cotton cloth manufacturing company, the productivity has declined during last couple of years. When the senior management decides to go into the root cause they find that there is lack of new talent in the organisation and the organisation is suffering from 'inbreeding'.
- b. In 'Make my dress', a company with a vision, employees have a low spirit of competition and their enthusiasm level is very low as they find it difficult to have a good level of competition.
- c. In a company there are many highly qualified personnel who are trained in different scenarios. They have a lot of experience and knowledge about the latest in the market.
- d. A company XYZ is enjoying wider choice of employees and is doing great.
- e. There is a lot of dissatisfaction among the existing employees in an organisation. This is due to reduced chances of promotion.
- f. A budding organisation has a confused approach towards staffing. There have been frequent transfers resulting in the reduction of productivity.
- g. An organisation has a policy of time bound promotions which has made the employees lethargic.
- h. The recruitment process of an organisation is very costly. They have to spend a lot of money on expenses like advertisement.

Answer

- a. Internal recruitment
- b. Internal recruitment
- c. External recruitment
- d. External recruitment
- e. External recruitment
- f. Internal recruitment
- g. Internal recruitment
- h. External recruitment

18. Name the methods of recruitment in the following cases:

- a) A company gets applications on and off even without declaring any vacancy. However, as and when the vacancy arises, the company makes use of such applications.
- b) Casual vacancies of unskilled or semi-skilled jobs when there is a rush of order or when some permanent workers are absent.
- c) Recruitment by which most of the senior positions of a company is filled. (3 marks)
  - a) Casual callers
  - b) Direct recruitment
  - c) Advertisement.

19. 'Safal Hain Hum' is a company having a very good HR department. It provides learning opportunities that are designed to assist the employees to achieve growth. With the passage of time the organisation has learned several methods of training. In one of the methods the trainee is put under the guidance of a master worker for skilled jobs. Moreover, things are not easy for the organisation at the stage of selection process. The recruitment process followed is very lengthy and costly for the firm. Secondly, a very large number of candidates appear for the different posts after recruitment is started. However, at the first stage of the selection process the managers eliminate unqualified and unsuitable applicants on the basis of the reasons which are not found in their application forms as they are not fit to meet basic requirements.

- a) What concepts does 'Safal hain Hum' help achieve its employees?
- b) Which type of 'on-the-job' training is provided by the organisation to its employees?
- c) At which stage of the selection process do the managers get rid of unqualified candidates?
- d) Which type of recruitment is used by the company to get the potential candidates?

**Answer**

- a. 'Safal hain Hum' helps employees achieve development. It provides learning opportunities which are designed to assist the employees to achieve growth.
- b. The type of training provided by the organisation to its employees is apprenticeship. Under this training the trainee is put under the guidance of a master worker.
- c. The stage of the selection process at which the managers get rid of unqualified and unsuitable candidates is preliminary screening. At the first stage of the selection process the managers eliminate unqualified and unsuitable applicants on the basis of the reasons which were not found in their application forms.
- d. The type of recruitment which is used by the company to get the potential candidates is external recruitment. This process is very lengthy and costly.

20. Identify the type of training involved and also categorise whether it is 'on the job' training or 'off the job training':

- a) In a shoe manufacturing company, a group of new recruits are being trained. They are trained under an experienced trainer Mr. Arun. He is training them skills which will require at least six months of dedication under real work environment.
- b) A student of ABC MBA College is having a combined training analysis where he is having two mentors. One mentor is from the college and the other is from the company. The idea is to give real knowledge about the corporate functioning.
- c) In a steel plant training is given to the new employees on sophisticated machines which are not being operated at the workplace. These machines are kept away. Actual work environment is created inside the classroom and the trainees are guided properly there itself.

**Answer**

The types of training involved in the above cases are:

- a) Apprentice Programme (On the job training)
- b) Internship training (On the job training)
- c) Vestibule training (Off the job training)

21. A company manufactures very sophisticated switch gears used in automatic cars. For this the

company uses hi-tech machines. Most of the times the workers of the factory remain idle because of lack of knowledge regarding the use of these hi-tech machines. The frequent visits by the engineers and constant supervision of the foreman results into high overhead charges.

- a) Explain the way by which this problem can be overcome.
- b) Also state how this helps the employees.

**Answer:**

- a) The problem faced by the firm can be solved by providing training to the employees (factory worker in this case).
- b) Benefits of training to employees:
  - Training increases satisfaction and morale of the employees.
  - Training makes the employees more efficient, hence chances of accidents are reduced.
  - Training helps the employees to earn more due to improved performance.

Training helps in promotion and car