

# NCERT Solutions for Class 12 Business Studies

## Chapter 6 – Staffing

### Very Short Answer Type:

1.

#### **What is meant by staffing?**

**Ans:** A management procedure that enables hiring candidates based on their fit for the organization after evaluating their skills and knowledge, along with assigning them specific roles based on their skill set, is known as staffing. It is known to meet the human resource requirements of an organization.

2.

#### **State the two important sources of recruitment.**

**Ans:** The procedure in which qualified candidates are searched for a job is known as recruitment. In other words, it is the procedure of sorting out potential candidates and encouraging them to apply for a position in the organization, according to their will. The two most important sources of recruitment are:

- **Internal sources:** Those that come from within the organization are called the internal sources of recruitment. That is, jobs are full of people from within the organization using internal resources. Transfers and promotions are two instances. The job of a specific profile is filled through transfers by transferring a person from another department of the organization to the concerned department. In the same way, by promoting lower-level employees, higher-level job vacancies in the organization are filled.
- **External Sources:** Those that come from outside the organization are the external sources of recruitment. Jobs in an organization are full of new people from outside sources. External sources are used to find fresh talent /creativity and a broader range of options. One of the external sources of recruitment, for instance, is 'direct recruitment,' which is all about posting a notice board outside the office and then following the recruitment process on a specific date. In the same way, placement agencies serve as an external source by acting as a matchmaker between job seekers and employers.

3.

**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. ( Hint: training)**

**Ans:** When workers are provided with proper machine-use training, the quality of work exceeds the limit. This can be achieved through an off-the-job training method, on the use of the machinery, along with other intricacies. Therefore, it promotes the fact that employees should be given vestibule training, through which the employees will develop self-esteem and a skill set of the employees, resulting in faster working with no delays in work completion.

4.

**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 quality of production to meet the standards? (training).**

**Ans:** The quality of production can be improved by training the employees, which is possible through an off-the-job training method, and under this vestibule, training should be given to employees, where they will be trained regarding the use and other intricacies of the operation of machinery. Employees can learn and practice under the watch of a master worker for some time before working on their own. This type of training will assist an employee in working more efficiently.

5.

**The workers of a factory remain idle because of lack of knowledge of hi-tech machines. Frequent visit of engineer is made which causes high overhead charges. How can this problem be removed. (vestibule training)**

**Ans:** With appropriate training, this type of issue is addressed. Only when these workers are given vestibule training can the engineer's frequency of visits be reduced. This is because vestibule training is a type of training where workers practice on dummy machines, which are models of industrial equipment that the workers will be working on. Once they have gained enough experience, the workers can be transferred to the factory to execute the work.

**Short Answer Type:**

1.

**What is meant by recruitment? How is it different from selection?**

**Ans:** The process in which qualified candidates are located and encouraged to apply for a particular job is known as recruitment. Whereas, selection is the procedure involving screening and selecting the appropriate candidates from a huge number of candidates. The differences between recruitment and selection are:

<b>Basis of difference</b>	<b>Recruitment</b>	<b>Selection</b>
<b>Meaning</b>	The procedure of locating and enlisting the important personnel for a job is known as recruitment.	The procedure of selecting the best candidate from a huge number of candidates gathered during the recruitment process is known as selection.
<b>Sequence</b>	It is the second stage of the staffing process.	It is the third stage of the staffing process, after recruitment.
<b>Employment contract</b>	The organization does not offer any employment contracts to the candidates gathered by recruitment.	The organization offers an employment contract to candidates who complete the selection process, which includes facts such as the date of joining, terms and conditions, and some other details.
<b>Characteristic</b>	The recruitment process aims to attract as many candidates as possible for the job.	The selection process's rule is to select only the best candidates and reject the rest.

2.

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

**Ans:** Various steps could be incorporated in the selection process, such as:

- The type of test that can be used to execute a selection process is a performance test. These kinds of tests help to assist recruiters in selecting candidates with the most suitable

personalities and are held appropriate for the job type and are offered.

- References and background are needed to ensure the nature and behaviour of the particular candidate.
- In the contract of employment, a confidentiality clause could be added, stating that the employee will not be allowed to share any sort of confidential information about the company with outsiders and nor even with the clients.

3.

**A company is manufacturing paper plates and bowls. It produces 1,00,000 plates and bowls each day. Due to local festival, it got an urgent order of extra 50,000 plates and bowls. Explain the method of recruitment that the company should adopt in the given circumstances to meet the order.**

**Ans:** Labour contractors are the best choice in this situation. Paper plates and bowls are manufactured by workers or labourers, who have very limited skills. And as the labour contractors who already have access to the labourers looking for work, they are easily able to provide the necessary manpower at short notice.

4.

**Distinguish between training and development.**

**Ans:** Growth and instruction are two separate yet related concepts. Although they seek to maximize their respective abilities, they do it in distinct ways. Training entails transferring the specialized knowledge and abilities needed for a given position or activity. On the other hand, growth and development refer to a person's overall growth and personal improvement. The following points highlight the differences between training and development.

<b>Basis of difference</b>	<b>Training</b>	<b>Development</b>
<b>Meaning</b>	Training is the process by which an employee's skills and competence grow as required to perform a particular job.	The process by which an employee's overall growth is referred to as development.
<b>Scope</b>	Training is minimal when it comes to scope and mainly focuses on how to become more efficient in one's job.	Development is huge in scope and focuses mainly on the employee's overall personality development. Training is just a part of development.

<b>Basis of difference</b>	<b>Training</b>	<b>Development</b>
<b>Focus</b>	The focus of training is on that particular job. Therefore, it is job-oriented.	The focus of development is on overall growth, and thus it is career-oriented.

5.

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

**Ans:** Internal sources of recruitment are those that are pre-existing in the organization. They come from within the organization. Internally, there are two options to fill positions: transfers and promotions. This has proved to be less expensive than any other source of recruitment. Filling jobs internally is less expensive in terms of both time and money, as explained below:

- **Simplicity:** Internal recruitment simplifies the selection and placement process. Candidates who are already employed by the company can be evaluated more accurately and economically. Because the candidates are already known to the organization, this is a more reliable method of recruitment.
- **No induction required:** Transfer is a training tool preparing employees for higher-level positions. And people hired from within the organization do not require induction training.
- **Balance between departments:** Transfer helps to shift the workforce from overburdened departments to understaffed ones. Internal avenues of hiring are more economical than external ones.

6.

**‘No organisation can be successful unless it fills and keeps the various positions filled with the right kind of people for the right job.’ Elucidate.**

**Ans:** The physical demands of the work of art, the abilities that are needed, and technological add-ons might make it challenging to find the best applicant for a position in today’s environment. One essential managerial role that aids in the company’s employment of personnel is employment.

Staffing has the following advantages:

- **Best Candidate:** Finding & choosing the best applicant to fill a position is aided by staffing.
- **Increases Efficiency:** It ensures that the proper individuals are assigned to the correct positions, which improves the productivity and effectiveness of the company as a whole.

- **Better Chances:** Only after the top applicants are selected for positions does a company have a greater possibility of expanding.
- **Manpower Planning:** Staffing helps in establishing planning & proper manpower utilization. It aids in the filling of vacant job positions, ensuring that working efficiency is maintained.
- **Harmony:** With staffing, the right kind of people are selected for the job, whose selection is done on merit. After completing the desired criminal record checks and receiving the appropriate training, these individuals are hired. As a result, the organization's general harmony can be preserved & those who are in the correct positions will have the ability to perform their duties more effectively.

## Long Answer Type:

1.

**'Human resource management includes many specialized activities and duties.' Explain.**

**Ans:** Since human resource management concentrates on a company's primary asset, its people & essential to its efficient operation. HR ensures the proper people are hired, from determining the demand for fresh faces to developing methods for hiring and choosing the best applicants. It takes care of all things, from greeting new staff members and exchanging employment offers to ensuring they receive the training and development necessary for their current position.

In addition, HR serves as a reliable resource for staff members, addressing their issues and fostering a positive workplace culture where everybody can succeed. The following points will discuss the activities carried out by human resources:

- Managing human resources & recruiting candidates.
- Mention the job's specific requirements, along conduct research and analysis to prepare the proper job description.
- Organizing training and development programs for new employees, along with refresher programs for current employees.
- Organizing employee performance appraisals on a quarterly, half-yearly, or yearly basis.
- Keeping the laborers happy and paying attention to their demands.
- It's the primary point of contact for employee complaints and grievances.
- Helps in the development of employee welfare programs.
- Introducing the company in various lawsuits and finding out ways to avoid legal entanglements.

2.

## **Explain the procedure for selection of employees.**

**Ans:** The procedure of selecting the best applications from a vast pool of applicants is known as screening. Numerous examinations and interviews are part of a methodical and meticulous process. Finding the top candidates for the position is the aim of this procedure, which will assist the company in hiring the best people and increase production and efficiency. The following are the phases in the choice technique:

### **A. Preliminary screening**

- It helps the manager in screening out unqualified or unfit job applicants based on the information given in the application forms.

### **B. Selection Tests**

- An employment test is a mechanism used to analyse certain characteristics of individuals.
- These qualities range from aptitudes, starting from manual dexterity to intelligence.

### **C. Employment Interview**

- An interview is a formal, in-depth conversation held to analyse and find out an applicant's suitability for a job.
- In such an interview, the individual may also ask for information about the organization.

### **D. Reference and Background Checks**

- The organization requests references, asks for names, addresses, and phone numbers.
- The goal is to verify information about an applicant.

### **E. Selection Decision**

- The candidates who pass the tests, interviews, and reference checks are the final candidates.
- Because they are responsible for the new employee's performance, the views of the concerned manager will be considered in the final selection.

### **F. Medical Examination**

- The candidate must pass a medical fitness test.
- The job offer is provided to the applicant who passes that test and is then declared fit to do the job.

### **G. Job Offer**

- Job offers to applicants who have already cleared all previous obstacles.
- A job offer is made in the form of a letter of appointment/confirmation of acceptance.

### **H. Contract of Employment**

- After receiving the job letter, candidates are required to fill out some forms that will be used for future references.
- An employment contract is generally made up of details such as salary, date and terms of joining, leave rules, working hours, allowances, and so on.

3.

### **What are the advantages of training to the individual and to the organisation?**

**Ans:** In any company, training is essential. It refers to a program aimed at improving people's abilities and skills to ensure that they may perform their jobs productively. It is an essential aspect of employment that supports the improvement of a person's expertise. With the evolving business landscape, the nature of work has also transformed. Below are some benefits of training for both the workforce and the organization.

#### **Benefits to the Employees**

- Employees who receive training are more confident in their ability to do their jobs. The workplace's machinery and tools will become simpler to operate with the right instruction, which will reduce accidents.
- Staff members who receive training acquire the abilities necessary to progress in their professional lives. Additionally, it aids in enhancing understanding of processes, which is essential for ongoing growth.
- A person who has received training will eventually be ready to make more money than someone who has not.
- Additionally, training increases an employee's self-confidence and equips them to take on novel difficulties in the workplace. Having more self-assurance additionally makes one feel more satisfied with their work.

#### **Benefits to the Organization**

- A systematic method of teaching processes is called training. This process makes it more efficient and saves the organization both time and money.
- With effective training, employee morale also gets enhanced. It helps you see confidence and motivation in employees, lowering turnover and absenteeism at work.
- Training helps individuals to be more efficient, which further leads to an increase in efficiency. This increase in employee efficiency will then result in the company's growth.
- Training helps employees to prepare for new challenges and situations. It also helps in the development of an effective strategy to deal with future issues.

4.

**Kaul Consultants have launched [www.naukaripao.com](http://www.naukaripao.com) exclusively for senior management professionals. The portal lists out senior level jobs and ensures that the job is genuine through rigorous screening process.**

**a. State the source of recruitment highlighted in the case above.**

**b. State four benefits of the above identified source of recruitment.**

**(a) Ans:** Web publishing, which is a part of the external source of recruitment, is used in this case. [www.naukaripao.com](http://www.naukaripao.com) is an online portal that connects job providers and job seekers, and further helps the suitable candidates in finding the right kind of job, along with helping the companies in finding the right kind of people.

**(b) Ans:** The following are the advantages of web publishing:

Companies that are looking for candidates can easily register their brand on the recruitment website, and it will assist the recruitment company in establishing a name in the market.

As online recruitment has a global reach, more candidates can be hired.

Resumes are scanned on the website, just with the job title, saving recruiters a huge amount of time. It makes the search for potential candidates easier. Along with it, the candidate and the organization can interact in real time.

It minimizes the tiresome hiring process in comparison to traditional methods of recruitment. This is because not only does it save time, but it also saves money.

**5.**

**A company, Xylo 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. Xylo limited is planning to capture about 40% of the market share in India and also export to the tune of at least ` 50 crores in about 2 years of its planned operations. To achieve these targets it requires a highly trained and motivated work force. 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:**

**a. Outline the process of staffing the company should follow.**

**b. Which sources of recruitment the company should rely upon. Give reasons for your recommendation.**

**c. Outline the process of selection the company should follow with reasons.**

**(a) Ans:** The following staffing process should be undergone by the company:

Remember to reward and appreciate the high-performing employees.

Plan and decide the number and types of personnel needed for the setup.

Select suitable candidates who can fill the company's vacancy, and then ask them about applying for the position.

Following setting up a comprehensive interview, interpret, and select the most qualified applicant.

The staff member will appear more at ease if you assist them in getting to know the workplace.

Employees should be trained according to work needs.

Calculate the employee's performance and then compare it with the set of standards and analyze appropriate feedback.

**(b) Ans:** The company should be dependent on external recruitment sources. This is because the company is building a new plant in a new region. Therefore, candidates who are locals will be the best resources as they will be familiar with the environment and working conditions of the local region, thus benefiting the organization.

**(c) Ans:** The selection procedure given below should be followed by the company:

- Help the candidate in completing the employment contract and following the terms of employment.
- Proper screening and rejecting the candidates who are not appropriate for the job description.
- Various tests should be performed, including personality tests, interest tests, aptitude tests, skill tests, intelligence tests, etc.
- Various types of personal interviews are held, such as managerial interviews, technical interviews for candidates who pass the tests. So that the manager will be able to further evaluate the candidate and help in determining the candidate's true potential.
- Background and reference checks should be conducted through the previous employers of the candidate, before finalizing the candidate.
- Once it is understood that a candidate is a good fit for the job, assurance is given to the employee regarding their selection.

6.

**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 'jobseeker'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**

**a. As an HR manager what problems do you see in the company?**

**b. How do you think it can be resolved and what would be its impact on the company?**

**(a) Ans:** The issues given below can be found in the company:

- Insufficient performance among workers is a consequence of the business's current workforce lacking the tough abilities required for the position.
- There are fewer qualified candidates in the company because the majority of skilled candidates have already been picked by the competitors.

**(b) Ans:** This problem can be fixed by taking the actions listed below:

- Giving workers the right, difficult skills instruction will enhance their suitability for the position.

- To attract the best talent, the company can opt for an external recruitment process. Candidates who seem suitable for the job will be shortlisted through the agencies.

### **Impact on the Company:**

- After training the employees, the firm will have the right kind of skilled people at the company, thus working more efficiently with all the motivation.
- With external recruitment and a rigorous selection procedure, the company will be able to select the best candidates with the required skills for the particular position.

Both the above points will eventually increase the efficiency, performance, and effectiveness of the company, which will further increase the chances of profit maximization.

7.

**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**

- a. Point out, what functions is she supposed to perform?**
- b. What problems do you foresee in her job?**
- c. What steps is she going to take to perform her job efficiently?**
- d. How significant is her role in the organisation?**

**(i) Ans:** The functions Ms. Jayshree is supposed to perform are:

- Protecting the company in legal terms by avoiding legal entanglements.
- Recruiting qualified and suitable people.
- Understanding the job, which includes gathering information and preparing job descriptions.
- Creating plans for compensation and incentives.
- Employees must be properly trained and developed to enhance their performance and career advancement.
- Maintaining a healthy relationship with the labor and also keeping the union-management relations intact.

- Handling grievances and complaints.
- Looking after employee social security and welfare.

**(ii) Ans:** The problems I foresee in her job are:

- After the training, an employee may leave the organization, and it's a possibility.
- The required candidate may be absent.
- Even with the presence of the workforce, a higher salary is asked for.
- Deciding on the suitable method for training.
- Making an appropriate incentive plan.
- Along with an appropriate compensation plan.

**(iii) Ans:** The steps she is going to take are:

- Choosing the perfect training mechanism based on the suitability of every method.
- Mending a plan for recruitment and deciding its sources.
- Create a staffing plan and decide on the interview levels, selection test types, etc.
- Deciding on the description of the job.
- Consult an expert to improve and execute a good policy for the recruitment and retention of candidates.
- Making an accurate performance appraisal plan by presenting the required information.
- Sorting out the methods that could be used to work with grievances, through a proper understanding of methods and their attributes.

**(iv) Ans:** The role of Ms. Jayshree in the organization is crucial, and only qualified candidates are chosen for this position. Any error in hiring and as a result the wrong candidate will be a total waste of time and money, which will impact not only the performance but also the organization's efficiency. Her job is to make sure that the candidates choose the best fit for the organization.

The human resource function can be beneficial to the organization in the following ways:

- Aids in the proper utilization of the resources present in the organization.
- The moment you hire the right candidate, it results in increased performance and efficiency.
- Within the organization, managers can plan for the growth and survival of the employees.
- Helps in maintaining the morale of the employee and motivating employees by appreciating them with rewards and recognition.