



## Unit - 6 : STAFFING

### Summary of the Chapter

**Staffing** - Staffing is the process of management which is concerned with obtaining, utilising and maintaining a satisfactory and satisfied work force

#### **Importance of staffing-**

1. Helpful in discovering competent personnel
2. Helpful in better performance
3. Helpul in growth of organization
4. Optimum utilization of human resources

#### **Staffing Process-**

1. Estimating manpower requirement
2. Recruitment
3. Selection
4. Placement and orientation
5. Training and Development
6. Performance Appraisal
7. Promotion and career planning
8. Compensation

#### **Element of staffing-**

1. Recruitment
2. Selection
3. Training and Development

**Recruitment** means searching for prospective candidates and stimulating them to apply for jobs in the organization.

#### **Sources of recruitment-**

1. Internal sources – Promotion and Transfer.
2. External Sources – Direct recruitment, Casual callers, campus Placement, Employment Exchanges, Private Placement agencies, Employee recommendation and Web Publishing.

**Selection**-It refers to the process of screening job applicants to ensure that the most appropriate candidates are hired.

#### **Selection Process-**

- a) Preliminary Screening
- (b) Selection Tests
- (c) Employment Interview




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- d) Reference and Background checks
- (e) Selection Decision
- (f) Medical Examination.

**Training and Development**-Training refers to the process by which the aptitudes, skills and abilities of employees to perform specific jobs are improved.

Development is the process by which the employees acquire skills and competences for handling higher jobs in future.

**Methods of training: (i) Apprenticeship training**- It refers to that training method where the trainee is put under the guidance of an expert to acquire higher level of skill. Generally electricians, plumbers and iron workers are required to undergo this training.

**Vestibule Training**: Under this method, with a view to imparting training to new employees, a separate training center is set up. An experienced and trained trainer is appointed as an in charge of this centre. Machines, tools and other equipments are so arranged in this centre as to present a look of a workshop.

**Internship**: It is a practical training of theoretical knowledge. Selected candidates carry on regular studies for prescribed period and also work in some factory or office to acquire practical knowledge.

**Induction**: It means introducing the selected employees to his superiors, subordinates and colleagues and familiarizing him with the rules and policies of the organization.

### VERY SHORT ANSWER QUESTIONS (1 MARK)

- Q1. State how staffing ensure 'continuous survival and growth of the environment'?
- Ans. Through succession planning for managers
- Q2. Write one importance of staffing
- Ans. Filling job with competent Personnel
- Q3. A company gets applications on and off even without declaring any vacancy. However as and when the vacancy rises, the company makes use of such applications. Name the source of recruitment used by the company.
- Ans. Casual callers
- Q4. Ramesh is working under the guidance of Harish, a carpenter for the last three years to learn the different skills of this job. Name the method of training Ramesh is undergoing?
- Ans. Apprenticeship Training
- Q5. Give any one advantage of internal source of requirement?
- Ans. Employees are motivated to improve its performance.




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- Q6. A newly appointed Personnel Manager is of the view that there is no need for training the workers. Do you agree with this statement?
- Ans. No, I don't agree with this statement. There is a great need for training the workers.
- Q7. Skype Industries make use of expensive and sophisticated equipments. So it created a duplicate model of various equipments to train the employees. Write the method of training used by Skype industries.
- Ans. Vestibule training.
- Q8. You are the personnel manager of Kaplan and company Ltd. You have been directed by the directors of chartered accountant for the company. Name the process you will follow for the same?
- Ans. Selection Process
- Q9. Harim consultants can be asked to look after for suitable personnel on behalf of the company. Identify the source of recruitment indicated?
- Ans. Placement Agencies
- Q10. Which source of recruitment brings new blood in the organization?
- Ans. External source of recruitment

### SHORT ANSWER QUESTIONS (3 - 4 MARKS)

- Q1. Enumerate the three steps of staffing process?
- Ans.1 (i) Estimating the Manpower requirements. As the first step of staffing, the need for required number of employees of enterprises is estimated. At the time of determining the number of persons required, the possibilities regarding internal promotion, retirement, and resignation etc. are taken into consideration.
- (ii) Recruitment: The process of recruitment includes the search of the various sources of employees and encouraging them to send their application to the enterprise.
- (iii) Selection.: Under this process, competent applicants are selected from a large number of them. It is important to keep in mind that the ability of the applicant and the nature of work must match.
- Q2. Zenith Ltd. is a highly reputed company and many people wanted to join this company. The employees of this organisation are very happy and they discussed how they came in contact with this organisation . Aman said that he was introduced by the present sales manager.
- (a) The above discussion is indicating an important function of management. Name the function of management.
- (b) The management function identified follows a particular process. Explain the step of this process which is being use in the Para
- Ans.2 (a) Staffing (b) Recruitment.




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Q3. Why is staffing considered an important function of management in all types of organisation? .Give any four reasons

- Ans3. (i) Fulfilling jobs with competent personnel  
 (ii) Better performance  
 (iii) Expansion and Growth.  
 (iv) Optimum utilization of human resources.

Q4. State any four benefits of training?

- Ans4 (i) Systematic learning  
 (ii) Prepare future managers.  
 (iii) Increased Productivity.  
 (iv) Motivate the employees.

Q5. Ramesh is working under the guidance of Harish, a carpenter. For the last three years to learn the different skills of this job. Name and explain the method of training Ramesh is Undergoing

Ans5 “**Apprenticeship Training** -”. It refers to that training method where the trainee is put under the guidance of an expert to acquire higher level of skill. Generally electricians, plumbers and iron workers are required to undergo this training.

Q6. Max industries wants to hire a staff for its chemical division. The personnel Department lists out following methods of recruitment

- (a) Using naukri.com to search for prospective candidates.
- (b) Consider voluntary applications received earlier from various job seekers. Identify the source of recruitment and explain it.

Ans (a) **Web Publishing**. These days internet has become an important medium for recruitment. Special websites have been created for the purpose of recruitment through internet

- (a) **Casual callers**: In many reputed organizations some really talented and brilliant people continue sending their applications from time to time with hope that whenever some need arises, they may come across an opportunity for appointment

Q7. “Some learning Opportunities are designed and delivered to improve skills and abilities of employees, whereas some other are designed to help in the growth of individuals in all respects”. Identify and explain the two concepts explained above.

Ans. The two concepts are: - Training and Development.

**Training and Development**-Training refers to the process by which the aptitudes, skills and abilities of employees to perform specific jobs are improved.

Development is the process by which the employees acquire skills and competences for handling higher jobs in future.




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Q8. Manu, the chief manager in a company using highly sophisticated machines and equipments, wants that every employee should be fully trained before using the machines and equipments. Suggest and describe the best method of training that Manu can use for training for its employees

Ans. The best method of training can be used here is "Vestibule Training".

Under this method, with a view to imparting training to new employees, a separate training center is set up. An experienced and trained trainer is appointed as an in charge of this centre. Machines, tools and other equipments are so arranged in this centre as to present a look of a workshop.

Q9. Explain Internship and Induction training methods?

Ans. **Internship:** It is a practical training of theoretical knowledge. Selected candidates carry on regular studies for prescribed period and also work in some factory or office to acquire practical knowledge.

**Induction:** It means introducing the selected employees to his superiors, subordinates and colleagues and familiarizing him with the rules and policies of the organization.

Q10. State three advantages of External sources of recruitment.

- Ans.
1. **Fresh Talent :** The entry of fresh talent into the organisation.
  2. **Wider choice:** The external sources provide a wider choice of personnel to choose from.
  3. **Qualified personnel:** Required qualifications are available for the external sources.
  4. **Competitive Spirit :** Competitive spirits is available by external source.

### LONG ANSWER QUESTIONS (5- 6 MARKS)

Q1. Which functions of management helps in obtaining right people and putting them on the right jobs? Explain any four points of importance of this function?

Ans. **Staffing Function**

- (a) Fulfilling job with competent Personnel: Staffing helps in selection of right person for right job. The staff selected is according to need of the job which in result helps in smooth functioning of the enterprise
- (b)- Better Performance : The staff selected is according to them need of the job. The person selected will be expertise in his field resulting in better job performance with fewer chances of mistakes.
- (c) Expansion and Growth An organization having capable employees will lead to the path of growth and development..Able employees which are the real asset of the enterprise take their firm to the heights of development.
- (d) Improves Job Satisfaction and morale. A person when selected for right job tries to give his 100% in his working. This is because he is fully satisfied with his job which is very much necessary. It will boost his performance and he will prove to be the real asset of the firm.



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Q2. Explain the process of selection of employees in an organization

- Ans (a) **Preliminary Screening:** First of all, the applications received during process of recruitment are scrutinized. Scrutiny of application forms is made to verify whether the candidate fulfill all the qualifications essential for the job. The preliminary screening is based on (i) preliminary interview (ii) filling up the blank application form.
- (b) **Selection Tests** In the selection process, selection test have an important place. Through these test, ability and skill of the candidates are measured. These tests are divided into following three categories:
- i) Proficiency tests ii. Psychological tests iii. Other tests
- (c) **Employment Interview:** Having successfully cleared all the tests related to employment by the candidate, he is called for the final interview. Its objectives are to see the looks of the candidate, his way of talking, his conduct and temperament, his interest, presence of mind and maturity etc.
- (d) **Reference and Background checks:** After a candidate is selected successfully in the interview then some information about him is gathered from those persons whose name figures in the column of 'References'. This information relates to the character, social relation, background etc. of the candidate.
- (e) **Selection Decision :** Applicants who clear Selection Tests, Employment Interview and Reference checks are selected. Prior to taking final selection decision, the opinion of the manager concerned is sought.
- f) **Medical Examination.:** Medical examination is done to check whether the candidate is fit to carry on the responsibilities assigned to him and whether he is physically fit or not. The selected candidate is suffering from any disease or not is also verified through medical examination.

Q3 Blue Heavens Ltd Purchased a new Hi-tech machine From Germany for manufacturing high quality auto components in an effective manner. But during the production process, the manager observed that the quality of production was not as per standard. On investigation it was found that there was lack of knowledge amongst the employees of using hi-tech machines. So, frequent visit of engineers was required from Germany. Suggest what measures can be done to develop the skills and abilities of employees of producing hi-tech machines.

Ans3. Training of employees.

Advantages of Training.

1. **Increase in capacity and efficiency:** Through training, one learns the art of doing a special job methodically. It increases the skill and efficiency of the employee
2. **Increase in market value:** Trained employees have a better market value. Increased market value means that other organization is always willing to employ trained personnel at higher remuneration.



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3. **Fewer accidents:** Reduction of accidents is not only beneficial to the organization, it also protects the life of the workers. By learning the art of operating the machine the rate of accident can be minimized.
4. **Job satisfaction:** In the life of an employee, job satisfaction is most important. It means that whatever job he is performing, he should be fully satisfied with it.

Q4. Explain the methods of training.

Ans. Training is imparted to the employees through two methods

1. On the job methods of training
2. Off the job methods of training

**On the job method of training:** Under this method the trainers are asked to do a particular job on a machine or in a workshop. They are taught the techniques of operating a machine or using tools and equipments by an experienced employee or a special supervision

Main methods of on the job training are:

- a) Induction training
- b) Apprenticeship Programme
- c) Internship training

**Off the job method of training :** Under this method , training is imparted to the trainees at a particular place other than the place of work. This training is given in special seminars, classes etc. During the course of this training, both the theoretical and the practical information is conveyed to the trainee.

The main method of off the job training is **Vestibule Training:** Under this method, with a view to imparting training to new employees, a separate training center is set up. An experienced and trained trainer is appointed as in charge of this centre. Machines, tools and other equipments are so arranged in this centre as to present a look of a workshop.