



BUSINESS STUDIES

BOOKS - VK GLOBAL PUBLICATION

BUSINESS STUDIES (HINGLISH)

STAFFING

Higher Order Thinking

1. Ms. Jayshree recently completed her Post Graduate Diploma in Human Resource

Management. A large steel manufacturing company which employs 800 persons appointed her as its human resource manager. Ms. Jayshree has been given complete charge of the company's Human Resource Department.

The company has an expansion plan in hand which may require another 200 persons for various types of additional requirements.

(a) Identify the step of one of the functions of management involved in the above case.

(b) Identify and state the concept which will help in deciding the number of persons

required.

(c) Identify the next two steps in the function of management identifyde in part (a) to fulfil the additionl requirements of 200 persons.

(d) Sate any four functions Ms. Jayshree is supposed to perform.



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2. The IT major GIPRA is terminating the employment of its senior managers, if after evaluating their performance against pre-

determined standards if it is found lacking. With this disruption analysts say a large portion of the employees may become irrelevant unless they learn new skills and apply the knowledge to work on emerging technologies. GIPRA is ready to facilitate employee learning, through its in-house centres.

(A) Name the function of management performed by GIPRA to maintain a satisfactory workforce.

(B) Identify and explain the steps in the process of the function of management

discussed above.

(c) Also state any two steps of the function of management discussed, that firm had to perform before performing the above steps.



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3. Aakanksha, Nikita Parishma are the owners of a handicraft unit in the urban area of Dibrugarh in Assam, Which is involved in the manufacturing and marketing of Siral Pati, traditional mats and Jappi (the traditional

headgear). They decided to shift this manufacturing unit to a rural with an objective of reducing the cost and providing job opportunities to the locals.

They followed the functional structure in this organisation with a view to increasing managerial and operational efficiency.

They assessed and analysed the type and number of employees required, keeping in mind that they had to encourage the women, and the people with special needs belonging to the rural area.

State the next three steps that they will have

to undertake, for obtaining a satisfied workforce for their handicraft unit.



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4. Sahil, the director of garments company, is planning to manufacture bage for the utilisation of waste material of one of his garments unit. Hedecided that his manufacturing unit will be set up in a rural area of Orissa where people have very less job opportunities and labour is availbale at very

low rate. He also thought of giving equal opportunities to men women. For this he selected S. Chatterjee, Indrajeet Kaur, Aslam and Sarabjeet as heads of Sales, Accounts, Purchase and Production departments.

(i) Identify and state the two values which Sahil wants to communicate to the society by setting up this manufacturing unit.



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5. While designing the organisational structure, managers undertake an analysis of the decisions and the decision-making levels, activities as well as relationship among them with a view to evolving the horizontal and vertical dimensions of the structure. Thus, various job positions are created. Clearly, performance of each job necessitates the appointment of a person with a specific set of educational qualifications, skills, prior experience and so on.



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6. Alpha Enterprises is a company manufacturing water geysers. The company has a functional structure with four main functions-Production, Marketing, Finance and Human Resource. As the demand for the product grew, the company decided to hire more employees. Identify the concept which will help the Human Resource Manager In deciding the actual number of persons required in each department.



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7. Resolutions Pvt. Ltd. Is publishing company. Its book on Business Studies for class XII is in great demand. As a result, the employees in the marketing department are always racing against time. The employees have to work overtime and on holidays to cater to the demand. Managers in the marketing department are under stress as they have to handle more than two territories. The work stress has led to dissatisfaction among the

employees and managers.

(a) Name and explain the step of staffing process which has not been performed properly.

(b) State the next two stages immediately following the step identified in part (a).



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8. "It covers not only those activities which improve job performance but also those which bring about growth of the personality, help

individuals in the progress towards maturity and actualisation of their potential capacities so that they become not only good employees but better men and women". Identify the step of staffing process highlighted above.



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9. It is a part of management process that starts from knowing how many persons and of what type the firm need and identifying the potenti. Potential sources from where it can

be met, either from within the organisation or from outside.

(a) Identify the function of management discussed above.

(b) State the steps involved in the process of the function identified in part (a) discussed above. 3 marks



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10. "What people seek is not simply a job but a career. Everyone must have the opportunity to

rise to the top. The best way to provide such an opportunity to facilitate employee learning".

Identify the step involved in the staffing process highlighted in the above statement.



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11. Given that 'the right person' is scarce, there is need to 'market' the job and the organisation to the people. Even in situations where a single job vacance might attract a few

hundreds of the applicants, there is a challenge of choosing the most appropriate one. Freshly appointed persons might need specific skills to perform the jobs. Also, there is a need to familiarise them with the way the things are done in an organisation.

Identify the steps in the process of staffing highlighted above by quoting the lines from the paragraph.



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12. A company is manufacturing paper plates and bowls. It produces 1,00,000 plates and bowls per day. Due to local festival there is rush of work and some permanent workers have gone to their villages.

The company got an urgent order of extra 50,000 plates and bowls per day.

Advise how the company will fulfil its order and which method of recruitment would suggest.



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13. Mr. Murthy is the Human Resource Manager of Jai Hind Hospital in Vellore. He has to appoint nurses for the hospital. Since patients in the hospital are of different types, he wants to find out the candidates' maturity and emotions in dealing with the patients. He also wants to know about the candidates' ability to make decisions.

Explain two types tests of that Mr. Murthy can use to meet his requirements.



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14. 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 organisatino.

Aman said that he was introduced by the present Sales manager, Mr. John.

Benu said that he had applied through the newspaper and was appointed as H.R. Manager.

Vaibhav said that he was neither related to any of the employee of the organisation nor

there was any advertisement in the newspaper even then he was directly called from IIM Ahmedabad from where he was about to complete his MBA.

(a) The above discussion is indicating an important function of management. Name the function of management

(b) The management function identified in part (a) follows particular process. Explain the step of this process which is being discussed in the above para.

(c) Identify the sources of the step identified in part (b) quoting the lines from the para.



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15. Blue Heavens Ltd. Purchased a new hi-tech machine from Germany for manufacturing high quality auto components in a cost 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 these hi-tech machines. So, frequent visit of engineers was required from Germany.

This resulted in high overhead charges.

Suggest what can be done to develop the skills and abilities of employees for producing high quality products by using these hi-tech machines. Also how the employees of the organisation will benefit from your suggestion.



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16. Nishant, the director of a garments company, is planning to manufacture bags for

the utilisation of waste material from one of his garments units. He has decided that this manufacturing unit will be set up in a rural area of Odisha where people have very few job opportunities and labour is available at very low rates. He has also thought of giving equal opportunities of men and women. For this he wants four different heads for Sales, Accounts, Purchase and Production. He gives an advertisement and shortlists ten candidates per post after conducting different selection tests. Identify the state the next three steps or

choosing the best candidate out of the candidates short listed.



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17. Moga Industries Ltd'. Approached a well-established university in the city of Madurai to recruit qualified personnel for various technical and professional jobs. They selected Tany, Ritu, Garma and Chetan for various vacancies in the organisation.

After the selection and placement, 'Moga

Industries Ltd.' felt the need to increase the skills and abilities, and the development of positive attitude of the employees to perform their specific jobs better. The company also realised that learning new skills would improve the job performance of the employees. Hence, the company decided to take action for the same.

(a) Name the step of the staffing process regarding take action for the same.

(b) Benefits of training to 'Moga Industries Ltd'.



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18. After passing his secondary school examination, David left the school at the age of 15 yrs and started getting training his father. His father, a renowned electrician, had worked for many companies. He everyday started accompanying his father on work quickly. Now his father started passing on the tricks of the trade to David. With the passage of time David acquired a high level skill and became a well-known electrician at Indore. Big business-houses started callin him for

electrical-wiring.

(a) Name the method of training discussed in the above para.

(b) State any three benefits which David could get on being trained.



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19. There were two vacancies for the post of Assistant Manager in 'Gyan Electrics Private Ltd'. 'Parth' the Human Resources Manager identified one suitable candidate 'Vishwas'

from within the organisation and promoted him to the post of Assistant Manager. For another post, the Manager 'Parth' took help of a placement agency and selected 'Saleem's performance though 'Vilaha' was less qualified than 'Saleem'. Hence, 'Parth' decided that in future he will not make any appointment with the help of an outside source. Explain any four reasons on the basis of which 'Parth' would have taken the above decision.



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20. A public transport corporation has hired 2,000 buses for the different routes for the passengers of a metropolitan city. In order to fill vacancies, it advertised in the newspaper and number of applicants applied for the same. The company has to now undertake the process of selection to identify and select the best. Explain the first six steps involved in the process.



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



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22. Identifying and attracting prospective employees.

(a) Identifying and attracting prospective employees.

(b) Assessment, evaluation and final match.

(c) Acquainting and skill development.



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23. Name the three important aspects of staffing.



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24. "Some learning opportunities are designed and delivered to improve skills and abilities of employees whereas some others are designed to help in the growth of individuals in all respects." Identify the two concepts.



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25. Name any two methods of recruitment suitable to recruit technical, professional and managerial personnel.



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26. What are the sources of employee training ?



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27. Name the methods of recruitment in the following cases: (i) 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.

(ii) Casual vacancies of unskilled or semi-skilled jobs when there is a rush of order or when some permanent workers are absent.

(iii) Recruitment by which most of the senior positions of the industry as well as commerce are filled.



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28. Which source of external recruitment is deal for a manufacturing organisation ? Why ?



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29. Name the methods of training:

(i) The trainee learns under the guidarce of a master worker.

(ii) Trainees learn on the equipment they will

be using, but training is conducted away from the actual work floor.

(iii) Trainees work in some factory or office to acquire practical knowledge and skills along with regular studies.



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30. Your school has some vacancies of teachers. The eligible staff has been promoted to half of the posts. Suggest any three ways

through which right type of people may be invited to fill up rest of the vacancies.



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31. What kind of tests will primarily be used while selecting these people in an organisation ?

- A. An interior decorator
- B. A computer operator
- C. A public dealing officer

D. A school teacher

Answer:



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32. It is the process of differentiating between applicants in order to identify and hire those with a greater likelihood of success in job. Identify it.



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33. A company gets application on and off even without declaring any vacancy. However, as and when the vacancy arises, the company makes use of such applications. Name the source of recruitment used by the company.



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34. Means determining the number and types of personnel required to fill various positions in the organisation.

A. Recruitment

B. Selection

C. Staffing

D. Human Resource Planning.

Answer: D



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35. seeks to attract suitable candidates to apply for a available jobs.

A. Human resource planing

B. Orientation

C. Recruitment

D. Selection

Answer: C



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36. Which of the following is not a selection test ?

A. Intelligence test

B. Aptitude test

C. Trade test

D. Medical fitness test

Answer: D



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37.is the process of learning and growth.

A. Training

B. Education

C. Development

D. None of these.

Answer: C



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38. Which of the following is not an external source of recruitment ?

A. Transfer

B. Advertisement

C. Employment exchange

D. Placement agencies

Answer: A



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39.refers to the learning opportunities designed to help the employees to grow. It involves the growth of the

individuals in all respect like personality, maturity, etc.

A. Training

B. Development

C. Education

D. Selection

Answer: B



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40. Name the concept related to: (i) searching for qualified people. (ii) discovering the most suitable candidate to fill the vacant job position.



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41. Name the most common method of recruitment of employees.



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42. Himesh is working as a supervisor in a company. Due to his hard work, he is promoted to the post of production manager. Now the post of supervisor is vacant and no one can be transferred or promoted to this post. Name the source of recruitment the company will use to fill up this post.



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43. Max industries wants to hire staff for its chemicals division. The Human Resource

Department lists out the following methods of recruitment. Identify the source of recruitment indicated in the given cases.

(i) Consider voluntary applications received earlier from various job-seekers.

(ii) Using www.naukri.com to search for prospective candidates.



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44. Giridhar Ltd. Is a highly reputed company. The employees of this organisation discussed

how they came in contact with this organisation. Reenasaid shw was introduced by the Purchase Manager, Mr. John. Indu side she was directly called by the company from her IIM institute. Identify the different sources of recruitment.



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45. Ramesh has been working under the guidance of Harish, a carpenter, for the last three years to learn the different skills of this

job. Name the on-the-job method of training Ramesh is undergoing.



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46. Star Industries is conducting the following tests to select the most suitable candidate out of the various applicants. Identify the selection test highlighted in each case.

(i) This test is conducted to determine actual skills possessed by the candidate.

(ii) This test aims to measure the IQ level of the applicant.



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47. Manu, a Chief Manager in a company using highly sophisticated machines and equipments, wants that every employee should be fully trained before using the machines and equipment. Suggest the best method of training that Manu can use for training of the employees.



48. Which of the following option is correct

(1) Recruitment is a positive step.

(2) Selection is a negative step.

(3) Both recruitment and selection are part of staffing.

A. 1 is correct

B. 2 is correct

C. Both 1 & 2 are correct

D. All are correct

Answer: D



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Brain Teaser

1. Bhagwati Enterprises is a company engaged in the marketing of air-conditioners of a famous brand. The company has a functional structure with the 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.



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2. A company X Ltd. Is setting up a new plant in India for manufacturing auto components. India has highly competitive and cost-effective

production base in this sector. Many reputed car manufactures source their auto components from here.

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 workforce.

You have been retained by the company to advise it in this matter. Suggest the company about the three main aspects of staffing function.



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3. Ashish, the Marketing Head, Raman, the Assistant Manager and Jyoti the Human Resource Manager of 'Senor Enterprises Ltd'. Decided to level 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 organisation. 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 'Senior Enterprises Ltd.' They were able to result 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 'Senior Enterprises Ltd.' to fill up the above stated vacancies .

(b) Also state any one merit of each of the above identified source of recruitment.



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Supplement Material

1. Induction training: Induction training refers to the introductory training programme to introduce the selected employees to other employees and familiarise him/her with rules and policies of the organisation. It is a type of

training given to help a new employee in settling in settling down quickly into the job. The duration of such type of training may be a few hours or a few days.



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Self Evaluation Test

1. Name the part of the management process which is concerned with obtaining, utilising

and maintainig a satisfactory and satisfied workforce.



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2. Neeraj is working as a supervisor in a company. Due to his hard work he is promoted to the post of Production Manager. Now the post of supervisor is vacant and no one can be transferred or promoted to the post. Name the source of recruitment the company will use to fill up this post.



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3. Providing for social security and welfare of employees' is one of the specialised activities performed by Human Resources Management. Mention any two other specialised activities of Human Resource Management.



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4. Give the meaning of 'Compensation' as a step in the process of staffing.



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5. It is the process of choosing from among the candidates from within the organisation or from the outside, the most suitable person for the current position or for the future position. Identify it.



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6. Harish, the Director of a company, is planning to manufacture stuffed toys for utilising waste material of one of his garment factories. He decided that this manufacturing unit will be set up in a rural area so that people of that area will have more opportunities for jobs. For this selected Rehman, Anita Bannerjee, Harpreet Kaur and Umesh (a differently abled but very intelligent and creative person in designing) as heads of Sales, Accounts, Purchase and Production

departments respectively.

Identify and state the next three steps that Harish has to follow in the 'Staffing process' after selecting heads of different departments.



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7. 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.

What benefits will your suggestion give to the organisation? State any two.



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8. "Training is a process of increasing knowledge and skills, whereas development is a process of learning and growth." In the light of this statement, explain the differences between training and development.



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9. Explain Briefly 'transfers' and 'promotions' as internal sources of recruitment.



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10. It is described as the managerial function of filling and keeping filled the positions in the organisation structure. Identify it and state its importance by giving any five points.



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11. You are the Personnel Manager of Kapila & Company Ltd. You have been directed by the Directors of the company to select a Chartered Accountant for the company. Explain the selection procedure you will follow for the same.



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