

VIDYA BHAWAN BALIKA VIDYA PITH

शक्ति उत्थान आश्रम लखीसराय बिहार

class 12 commerce Sub. BST. Date 2.7.2020

Teacher name – Ajay Kumar Sharma

STAFFING

Question 1:

A company X 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.

X limited 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 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

1. Outline the process of staffing the company should follow.
2. Which sources of recruitment the company should rely upon. Give reasons for your recommendation.
3. Outline the process of selection the company should follow with reasons.
4. Which methods of training and development should be company initiate? Explain giving reasons.

ANSWER:

1. The process of staffing that the company should follow is as follows.
 - i. Identify and estimate the number and the kind of personnel required for the set up.
 - ii. Look for suitable candidates to fill the job vacancies and persuade them to apply for the same.
 - iii. Choose the right candidate through a rigorous selection process.
 - iv. Make the selected employees comfortable and familiar with the working environment.
 - v. Train the employees as per the requirements of the job.
 - vi. Assess the performance of the employees against the predetermined standards and provide feedback.
 - vii. Place the employees who are doing well at higher level in the hierarchy and position.
 - viii. Provide suitable compensation to the employees.

2. The company should rely upon external sources of recruitment. As the company is setting up a new plant in a new region, candidates from the local area would be more suitable as they would be familiar with the working conditions, problems faced, etc. in the local region. This would be in favour of the organisation.

3. The following selection process would be used.

i. As a first step screen the candidates and eliminate those who do not fulfil the basic criteria and qualifications as per the job requirements.

ii. Judge the candidate on different criteria such as aptitude test, intelligence test and personality test.

iii. Conduct a personal interview involving a direct conversation between the manager and the candidate which would further help in judging the overall suitability of the employee according to the job requirement.

iv. Conduct a background check of the candidate taking references from person known to the candidate, previous employers, etc.

v. If the candidate is found suitable provide a job offer confirming that he/she has been selected.

vi. Finally provide an employment contract mentioning the terms and conditions of the employment.

4. In order to have a highly trained and motivated work force, the company must initiate the following methods of training and development.

i. Apprenticeship Programmes: The trainees are put under master workers who guide them in acquiring the level of skills required for their jobs. These trainees or apprentices work under the trainers for a pre-defined amount of time. In the initial period, they observe the master worker performing a task and then gradually do the task themselves under the supervision of the master worker.

ii. Coaching: In this method, the trainees are put under the guidance of a coach or a counsellor, and they work towards achieving the goals that are set on the basis of a mutual understanding. Typically, coaching aims at training the employee such that he or she can reach a higher position at work.

iii. Internship training: Educational institutions enter into collaborations with business corporations, and some students are selected to work as interns with the corporations for a specific period.

iv. Vestibule training: Dummy models of real working environment are created in classrooms outside the workplace. The trainees are made to work on the dummy machines and equipment, and only when they acquire adequate expertise in their use are they shifted to the actual workplace.

Question 2:

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 'job-seeker'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

1. As an HR manager what problems do you see in the company?
2. How do you think it can be resolved?

ANSWER:

1. The following problems are faced by the company.

- i. As the competitors attracted most of the qualified candidates, there is dearth of good qualified potential employees in the company.
- ii. The employees in the company lack the required hard skills, which in turn results in poor performance.

2. The following steps can be taken to resolve the problems.

- i. Proper training in the required hard skills must be given to the employees.
- ii. In order to attract better potential candidates the company can outsource its recruitment activities to a specialised and proficient agency.

Page No 176:

Question 3:

A Public transport corporation has hired 1000 buses for the different routes for the passengers of metropolitan city. Most of the 3000 crewmen (drivers, conductors, helpers etc.) of these buses have been found to be wanting in satisfactorily dealing with public and daily commuters. They seem to be little interested in the job and the job seem to have lost all meaning to them.

Questions

1. As manager of the public transport company what measures do you suggest to improve the working of crewman in question?
2. Is it possible to modify their behaviour by planning a suitable type of training? Suggest one.

ANSWER:

1. The following measures can be taken to improve the performance of the crewmen in the company.

- i. Proper training must be given to the crew with regard to the required soft skills.
- ii. Various financial and non-financial incentives can be given to the employees so as to help them develop interest in the job.
- iii. The employees should be made aware of the importance of their job.

2. Yes, proper training can help in modifying the behaviour of the crewmen. Training should be given to them with regard to the required soft skills to deal with the commuters. The training should be such that it makes the crew more sensitive and courteous towards the commuters.

Question 4:

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

1. Point out, what functions is she supposed to perform?
2. What problems do you foresee in her job?
3. What steps is she going to take to perform her job efficiently?
4. How significant is her role in the organisation?

ANSWER:

1. As a human resource manager the main function that she would be performing is the staffing function. She must ensure that according to the expansion plan of the organisation, positions are filled with qualified and suitable candidates and that the positions remain filled. Subsequently she must ensure that the candidates are trained properly and remain motivated. It is her role to ensure that the individual goals of the employees are in harmony with the organisational goals.

The functions of Ms. Jayshree can be summarised as follows.

- i. Recruiting the qualified candidates
- ii. Preparing job descriptions
- iii. Preparing a compensation plans and incentive plans
- iv. Training the employees as per the job requirements
- v. Maintaining harmonious relations with the employees
- vi. Working towards social security and welfare of the employees
- vii. Defending the company in case of any law suits and legal complications

2. The following can be some of the problems that Ms. Jayshree might face.

- i. Her job requires her to perform many specialised functions simultaneously.
- ii. Selecting the right candidates suitable for the jobs is a rigorous process.
- iii. Identifying the right source from where the candidates can be recruited is a challenge.
- iv. Arranging for training the personnel in the skills required as per the job.

3. The following steps must be taken to perform the job efficiently.

- i. A proper staffing plan must be formulated so as to estimate the present as well as future human resource requirements.
- ii. The qualifications required for various jobs must be pre-decided.
- iii. An assessment test must be developed to screen the potential candidates.
- iv. The job should be advertised well so as to attract potential candidates.
- v. A proper selection test and interview must be conducted.

4. Her job is very significant in the organisation. It is very important to ensure that the right and the suitable candidates are selected for the job. Wrong selection of the candidates can badly affect the performance and efficiency in the organisation. Moreover, as human behaviour is complicated it becomes all the more complex to select the right candidate as per the job requirements. The following points justify the importance of human resource management.

- i. Recruiting the right and competent personnel, thereby, maintaining performance and efficiency
- ii. Ensuring growth and survival in the organisation through proper planning for managers
- iii. Maintaining the morale of the employees through regular assessment and incentive programmes
- iv. Helps in optimum and proper utilisation of resources