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(Affiliated to CBSE up to +2 Level)

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## Staffing

**Question 1:** What is meant by staffing?

Staffing is the process of filling job vacancies and retaining the employees recruited. The primary objective of staffing in an organisation is to fulfill its human resource requirements.

**Question 2:** State the two important sources of recruitment.

Recruitment refers to the process of searching and attracting the required personnel for a job. In other words, it is the process of finding the potential candidates and instigating them to apply for the job. The following are the two important sources of recruitment.

**i. Internal sources:** Internal sources of recruitment refer to the sources that are within the organisation. That is, through internal sources the jobs are filled up from inside the organisation. It can take the form of transfers and promotions. Through transfers, the job of a specific profile is filled by shifting a suitable person working in another department of the organisation to the concerned department. Similarly, through promotions, higher position job vacancies in the organisation are filled by promoting the lower level employees.

**ii. External Sources:** External sources of recruitment refer to the sources of recruitment that are outside the organisation. Through external sources the jobs in an organisation are filled by bringing in new people. For example, one of the external sources of recruitment is 'direct recruitment' which involves putting up a notice board outside office and then following the recruitment process on a specified date. Similarly, placement agencies work as an external source as they act as a match maker for the job seekers and job providers.

**Question 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.

The workers can be provided training with regard to the use of machines. Training refers to the process of increasing the employees' capabilities and skills required for performance of their job. It would help the employees develop the skills required for the use of machinery and perform their task in a better manner. Training would help both the supervisor as well as the employees in the following manner

1. With training the wastages of time as well as money would be reduced, thereby ensuring optimal utilisation of resources.
2. The burden of supervisor would be reduced.
3. Training would prepare the employees to face new challenges and enable them to respond to various situations effectively.
4. It would make the employees more adept efficient in handling machines and thereby, make them less prone to accidents.

**Question 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).

**ANSWER:**

The workers can be provided on-the-job training such as **apprenticeship training**. The employees can be put under a master worker who would guide them in the proper use of the machinery. The employees can work under the master worker for a pre-defined amount of time and then gradually move to do the task themselves under the supervision of the master workers. Once the employees complete the training they would be able to work with greater accuracy and efficiency.

**Question 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.

**ANSWER:**

The above mentioned problem can be removed by providing off-the-job training to the workers. In this regard, **vestibule training** can be provided to the workers since the machines are hi-tech and sophisticated. The vestibule training will help in reducing the frequent visit of engineer and save the high overhead charges as in this type of 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 they are shifted to the actual workplace.

**Question 1:** What is meant by recruitment? How is it different from selection?

**ANSWER:**

Recruitment refers to the procedure of finding and stimulating the required candidates to apply for a particular job. As against this, selection is the procedure of screening and choosing the required candidates out of the gathered pool.

The following points highlight the difference between recruitment and selection.

Basis of Difference	Recruitment	Selection
Meaning	Recruitment refers to the process of finding and instigating the required personnel for a job.	Selection refers to the process of choosing the right candidate out of the gathered pool developed at the time of recruitment.
Sequence	In the staffing process, recruitment is at the second stage.	In the staffing process, selection is at the third stage and succeeds recruitment.
Employment Contract	The candidates gathered under recruitment are not offered any employment contract from the organisation.	The candidates who successfully complete the selection process are offered an employment contract by the organisation containing such information as date of joining, terms and conditions, etc.
Characteristic	Recruitment process involves attracting as many persons as possible for the job.	Selection process involves choosing only the appropriate candidate and rejecting the non-suitable ones.

**Question 2:** An organisation provides security services. It requires such candidates who are reliable and don't leak out the secrets of their clients. What step should be incorporated in selection process?

**ANSWER:**

As a part of the selection process, selection tests can be conducted. One of the important tests with regard to the given situation is **personality test**. Such tests are developed to test the overall personality of the individual and get some information with regard to his or her nature, state of mind, maturity level, reactions, etc.

**Question 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.

**ANSWER:**

In the given scenario, company should approach labour contractors. This is because the production of paper plates and bowls require low skilled workers or labourers which can be fulfilled by labour contractors. Labour contractors maintain a close contact with labourers and other workers and make the right number of workers available at short notice.

**Question 4:** Distinguish between training and development.

**ANSWER:**

Training and development are related yet distinct concepts. Though both the concepts focus on improvement of an individual but the perspectives are different. Training on one hand refers to providing the skills and abilities for a particular job. Development on the other hand, refers to the concept of growth of an individual as a whole.

The following points highlight the difference between training and development.

Basis of Difference	Training	Development
Meaning	Training refers to the process of enhancing the skills and competence of an employee that are required to perform a specific job.	Development refers to the process of overall growth of an employee.
Focus	The focus of training is the specific job requirement and is thereby, job-oriented.	The focus of development is overall growth and is thereby, career-oriented.
Scope	Training is narrow in scope and focuses on how one can become more efficient in the intended job.	Development is wider in scope and focuses on the overall personality development of the employee. Training is a part of development.

**Question 5:** Why are internal sources of recruitment considered to be more economical?

**ANSWER:**

Internal sources of recruitment refer to the sources that are endogenous to the organisation, that is, within the organisation. There are two ways of filling the jobs internally, namely transfers and promotions. It has an advantage of being more economical than the other sources of recruitment. Filling the jobs through internal sources is cheaper in terms of time as well as money. On one hand, the time spent in the whole recruitment and selection process is diminished to a large extent through internal recruitment. On the other hand, it lowers the cost by saving the expenditure on advertisement and other related processes. Along with this, the money spent on training of the new employees is also curtailed. Thus, in contrast to other sources, the internal sources of recruitment are more economical in nature.

**Question 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

**ANSWER:**

Staffing is an important function of management as it takes care of the manpower requirement of any organisation. In today's environment with rapid changes taking place in technology, size of the organisations, etc. finding the right people for the job becomes critical. In such a scenario, proper staffing process plays an important role in the organisations.

Following are the highlighted benefits of staffing in the current world scenario.

- (i) **Finding Competent Personnel:** Staffing helps in finding and choosing the right personnel required for a job.
- (ii) **Improves Efficiency:** By ensuring that right people are placed for right jobs, the overall efficiency and performance increases.
- (iii) **Growth of the Organisation:** It ensures survival and growth of the organisation by appointing efficient and competent employees for various jobs.

(iv) **Optimum Utilisation of Human Resources:** Through proper manpower planning, staffing prevents over-utilisation or under-utilisation of manpower. In addition, it avoids interruption in working efficiency by suggesting, in advance if there is any unfilled job.

(v) **Job Satisfaction:** Compensation and fair rewards given to the employees provide them self-confidence and job-satisfaction. It encourages them to work diligently and give their best to the organisation.