

HEADINGS BASED TEST

(WITH ANSWER KEY)

Q1. Identify the concept and fill in the blanks

- 1) _____ Analysis would enable an assessment of the number and types of human resources necessary for the performance of various jobs and accomplishment of organizational objectives.
- 2) _____ analysis would reveal the number and type of human resources available for the performance of various jobs
- 3) _____ Analysis & _____ analysis exercise would reveal whether we are understaffed, overstaffed or optimally staffed.
- 4) an _____, is a written document containing the offer of employment, the terms and conditions and the date of joining.
- 5) _____ is, introducing the selected employee to other employees and familiarizing him with the rules and policies of the organisation.
- 6) _____ refers to the employee occupying the position or post for which the person has been selected.
- 7) _____ means evaluating an employee's current and/or past performance as against certain predetermined standards.
- 8) The _____ process, therefore, will include defining the job, appraising performance and providing feedback.
- 9) _____ are an integral part of people's career. They refer to being placed in positions of increased responsibility and mean more pay, responsibility and job satisfaction.
- 10) Direct financial payments are of two types : _____ or _____
- 11) A _____ based plan means salary and wages are paid either daily, weekly or monthly or annually.
- 12) _____ based plans means salary/wages are paid according to piecework.
- 13) a worker is paid according to the number of units produced by him/her. It is a _____ based plans of wage payment
- 14) We see that as a process, _____ includes acquisition, retention, development, performance appraisal, promotion and compensation of the most important resource of an organisation, that is, its human capital.
- 15) If one is selected by a Business Process Outsourcing (BPO) unit by virtue of being extrovert and well-versed in English speaking, one needs to be trained in the relevant business processes, telephone conversation etiquettes as well as diction adaptation before actual placement.
- 16) _____ refers to the process of finding possible candidates for a job or a function.
- 17) _____ has been defined as 'the process of searching for prospective employees and stimulating them to apply for jobs in an organisation.'
- 18) _____ seeks to attract suitable applicants to apply for available jobs.

- 19) The objective of _____ is to attract potential employees with the necessary characteristics or qualification, in the adequate number for the jobs available.
- 20) _____ locates available people for the job and invites them to apply for the job in the organisation.
- 21) The process of _____ precedes the process of selection of a right candidate for the given positions in the organisation.
- 22) _____ is the process of identifying and choosing the best person out of a number of prospective candidates for a job.
- 23) In _____ process the candidates are required to take a series of employment tests and interviews. At every stage many are eliminated and a few move on to the next stage until the right type is found.
- 24) The processes of _____ may start right from the screening of the applications. It may continue even after the offer of employment, acceptance and joining of the candidate.
- 25) The difference between _____ test and trade test is that the former measures the potential to acquire skills and the later the actual skills possessed
- 26) Basic information like employment Job Title, Duties, Responsibilities, Date when continuous employment starts and the basis for calculating service, rates of pay, allowances, hours of work, leave rules, sickness, grievance procedure, disciplinary procedure, work rules, termination of employment are included in a written document called _____
- 27) _____ approach recognizes human factor as the most important instrument of success in an organisation.
- 28) Increase in scope of the work led to replacement of personnel manager with _____ manager.
- 29) _____ has been described as the managerial function of filling and keeping filled the positions in the organisation structure.
- 30) In a new enterprise, the staffing function follows the _____ and _____ functions.
- 31) There are two important sources of internal recruitment, _____ and _____
- 32) In some organisations the term _____ is used instead of the term Learning and Development or Training and Development
- 33) There are various methods of training. These are broadly categorised into two groups: _____ and _____
- 34) _____ Methods refer to the methods that are applied to the workplace, while the employee is actually working.
- 35) _____ Methods are used away from the work place. The former means learning while doing, while the latter means learning before doing.

Q2. Proper staffing does not ensure which of the following benefit to the organisation:

1. discovering and obtaining competent personnel
2. higher performance, by putting any person on any job
3. survival and growth of the enterprise
4. Optimum utilization of the human resources.

5. job satisfaction and high morale of employees

Q3. From the following identify the specialised activities and duties which Human Resource Management perform (yes/ no)

- ☐ Recruitment i.e., search for qualified people
- ☐ planning sales targets for the year
- ☐ Developing compensation and incentive plans.
- ☐ designing advertisements for sale of its products
- ☐ Training and development of employees.
- ☐ Maintaining labour relations and union management relations.
- ☐ deciding the price of its products for sale
- ☐ Handling grievances and complaints.
- ☐ Providing for social security and welfare of employees.
- ☐ Defending in law suits and avoiding legal complications.

Q4. Identify the steps of the Staffing Process from the following statements

1. it is important to translate the manpower requirements into specific job description and the desirable profile of its occupant — the desired qualifications, experience, personality characteristics and so on. This information becomes the base for looking for potential employees.
2. This step involves locating the potential candidate or determining the sources of potential candidates.
3. It necessitates workload analysis on the one hand and workforce analysis on the other.
4. The process of searching for prospective employees and stimulating them to apply for jobs in the organisation.
5. Organisations have either in house training centres or have forged alliances with training and educational institutes to ensure continuing learning of their employees.
6. The essential objective is to create a pool of the prospective job candidates.
7. The process of choosing from among the pool of the prospective job candidates developed at the stage of recruitment.
8. it ensures that the organization gets the best among the available pool of the prospective job candidates
9. The rigour involves a host of tests and interviews, Those who are able to successfully negotiate the test and the interviews are offered an employment contract,
10. The employee is given a brief presentation about the company and is introduced to his superiors, subordinates and the colleagues. He is taken around the workplace and given the charge of the job for which he has been selected.
11. Introducing the selected employee to other employees and familiarising him with the rules and policies of the organisation and occupying the position or post for which the person has been selected.
12. By offering the opportunities for career advancement to their members, organisations are not only able to attract but also retain its talented people.
13. Managers need to design activities to encourage employees to grow and realise their full potential.
14. After the employees have been on the job for some time, there is a need to evaluate their performance as against certain predetermined standards.

15. It refers to all forms of pay or rewards going to employees. It may be in the form of direct financial payments like wages, salaries, incentives, commissions and bonuses and indirect payments like employer paid insurance and vacations.

Q5. Aspects of staffing

There are three aspects of staffing: _____, _____, _____

Q6. Arrange the various activities involved with the process of recruitment in sequence

- () choosing the most suitable source or sources,
- () identification of the different sources of labour supply,
- () inviting applications from the prospective candidates, for the vacancies.
- () assessment of their validity,

Q7. Identify the internal source of recruitment from the following statements

1. It involves shifting of an employee from one job to another, one department to another or from one shift to another, without a substantive change in the responsibilities and status of the employee.
2. It may lead to changes in duties and responsibilities, working condition etc., but not necessarily salary.
3. It is practically a horizontal movement of employees. Shortage of suitable personnel in one branch may be filled from other branch or department.
4. Job transfers are also helpful in avoiding termination and in removing individual problems and grievances.
5. it is ensured that the employee sent to another job is capable of performing it. This can also be used for training of employees for learning different jobs.
6. It is the practice of filling higher jobs by shifting employees from lower jobs.
7. It leads to shifting an employee to a higher position, carrying higher responsibilities, facilities, status and pay.
8. it is a vertical shifting of employees.
9. This practice has a great psychological impact and helps to improve the motivation, loyalty and satisfaction level of employees.

Q8. From the following statements related to the merits of sources of recruitment , identify the Sources of recruitment --Internal/external

1. May lead to a chain of promotion at lower levels in the organisation.
2. This motivates the employees to improve their performance through learning and practice. Employees work with commitment and loyalty and remain satisfied with their jobs because of promotional avenues;
3. Simplifies the process of selection and placement as the candidates are already working in the enterprise can be evaluated more accurately and economically.
4. This is a more reliable way of recruitment since the candidates are already known to the organisation;
5. Transfer is a tool of training the employees to prepare them for higher jobs. people recruited from within the organisation do not need induction training;

6. Transfer has the benefit of shifting workforce from the surplus departments to those where there is shortage of staff;
7. Filling of jobs internally is cheaper as compared to getting candidates from external sources.
8. By using this sources of recruitment, the management can attract qualified and trained people to apply for vacant jobs in the organisation.
9. When vacancies are advertised widely, a large number of applicants from outside apply and the organisation have wider choice
10. It provides wider choice and brings new blood in the organisation. However, it is expensive and time-consuming.
11. The existing staff will have to compete with the outsiders. They will work harder to show better performance.

Q9. From the following statements identify the Limitations of Internal/external Sources of recruitment

1. Recruitment may lead to dissatisfaction and frustration among existing employees. They may feel that their chances of promotion are reduced.
2. Recruitment from this source is a *Lengthy process*. The business has to notify the vacancies and wait for applications to initiate the selection process.
3. The employees may become lethargic if they are sure of time bound promotions;
4. A new enterprise cannot use this source of recruitment.
5. No organisation can fill all its vacancies from this source
6. It is very costly to recruit staff. A lot of money has to be spent on advertisement and processing of applications.
7. When vacancies are filled through promotions, it involves danger of ‘inbreeding’ by stopping infusion of new blood’ into the organisation;
8. The spirit of competition among the employees may be hampered; and frequent transfers of employees may often reduce the productivity of the organisation.

Q10. Identify the External Source of recruitment from the following statements

1. a notice is placed on the notice-board of the enterprise specifying the details of the jobs available. Jobseekers assemble outside the premises of the organisation on the specified date and selection is done on the spot.
2. The practice is followed usually for casual vacancies of unskilled or semi-skilled jobs. Such workers are known as casual or ‘*badli*’ workers and they are paid remuneration on daily wage basis.
3. This method of recruitment is very inexpensive as it does not involve any cost of advertising the vacancies. It is suitable for filling casual vacancies when there is a rush of work or when some permanent workers are absent.
4. Many reputed business organisations keep a database of unsolicited applicants in their offices. A list of such job-seekers can be prepared and can be screened to fill the vacancies as they arise.
5. Newspapers or trade and professional journals are generally used when a wider choice is required. Most of the senior positions of industry as well as commerce are filled by this method.

6. In this source more information about the organization and job can be given but Its disadvantage is that it may bring in a flood of response, and many times, from quite unsuitable candidates.
7. They are run by the Government and are regarded as a good source of recruitment for unskilled and skilled operative jobs.
8. In some cases, compulsory notification of vacancies to them is required by law. Thus, employment exchanges help to match personnel demand and supply by serving as link between job-seekers and employers.
9. In technical and professional areas they provide a nationwide service in matching managerial personnel demand and supply. These agencies compile bio-data of a large number of candidates and recommend suitable names to their clients for a fee
10. They specialise in middle level and top level executive placements. they are useful where extensive screening is required. They even advertise the jobs on behalf of their clients to recruit right type of personnel.
11. These professional recruiters can entice the needed top executives from other companies by making the right offers.
12. Colleges and institutes of management and technology have become a popular source of recruitment for technical, professional and managerial jobs.
13. Many big organisations maintain a close liaison with the universities, vocational schools and management institutes to recruit qualified personnel for various jobs.
14. Applicants introduced by present employees, or their friends and relatives may prove to be a good source of recruitment.
15. they can provide the required number of unskilled workers at short notice as they maintain close contacts with labourers
16. Workers are recruited through contractors who are themselves employees of the organisation.
17. The disadvantages of this system are that if the contractor himself decides to leave the organisation, all the workers employed through him will follow suit.
18. The practice of telecasting of vacant posts over Television with the detailed requirements of the job and the qualities required along with the profile of the organisation where vacancy exists.
19. There are certain websites specifically designed and dedicated for the purpose of providing information about both job seekers and job opening.
20. In fact, websites are very commonly visited both by the prospective employees and the organisations searching for suitable people.

Q11. Identify & Arrange the following steps of Process of Selection in sequence (1, 2,3 ...)

() _____: An employment test is a mechanism that attempts to measure certain characteristics of individuals. These characteristics range from aptitudes, such as manual dexterity, to intelligence to personality.

() _____: helps the manager eliminate unqualified or unfit job seekers based on the information supplied in the application forms. Preliminary interviews help reject misfits for reasons, which did not appear in the application forms.

() _____: Many employers request names, addresses, and telephone numbers of references for the purpose of verifying information and, gaining additional information on an applicant.

() _____: After the job offer has been made and candidate accepts the offer, certain documents need to be executed by the employer and the candidate. Such documents are attestation form and a contract of employment.

() _____: The final decision has to be made from among the candidates who pass the tests, interviews and reference checks. The views of the concerned manager will be generally considered.

() _____: After the selection and before job offer is made, the candidate is required to undergo a medical fitness test. The job offer is given if he is declared fit after the medical examination.

() _____: It is a formal, in-depth conversation conducted to evaluate the applicant's suitability for the job. The role of the interviewer is to seek information and that of the interviewee is to provide the same.

() _____: The next step in the selection process is made through a letter of appointment/ confirms his acceptance. Such a letter generally contains a date by which the appointee must report on duty.

Q12. From the following Benefits of Training and Development, identify (benefit to the organization/ to the Employee)

1. _____: Training is a systematic learning, better than hit and trial methods which lead to wastage of efforts and money.
2. _____: It enhances employee productivity both in terms of quantity and quality, leading to higher profits.
3. _____: Training equips the future manager who can take over in case of emergency.
4. _____: Training increases employee morale and reduces absenteeism and employee turnover.
5. _____: Training increases the satisfaction and morale of employees.
6. _____: Improved skills and knowledge due to training lead to better career of the individual.
7. _____: Increased performance by the individual helps him to earn more.
8. _____: Training makes the employee more efficient to handle machines. Thus, less prone to accidents.

Q13. Answer the following using only these three words-Training/ Development/ Education

1. The term _____ is used to indicate the process by which attitudes, skills and abilities of employees to perform specific jobs are increased.
2. The term _____ means growth of individual in all respects.
3. _____ is short term process but _____ is an ongoing process. Also, _____ includes _____.
4. _____ is broader in scope than training.
5. _____ is a process of learning new skills and application of knowledge. It attempts to improve their performance on the current job or prepare them for any intended job.
6. _____ is tied to the goals of organisations more than to the goals of the individual.
7. _____ is the process of increasing the knowledge and understanding of employees.
8. _____ does not provide definite answers, but rather develops a logical and rational mind that can determine relationships among pertinent variables and thereby understand a phenomenon.

9. _____ imparts qualities of mind and character and understanding of the basic principles and develop the capacities of analysis, synthesis and objectivity.
10. _____ 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

Q14. Difference between Training and Development

Training	Development
It is a process of increasing knowledge and skills.	It is to enable the employee _____
It is a process of _____.	It is to enable the overall growth of the employee.
It is a _____ oriented process	It is a _____ oriented process.

Q15 from the following statements identify the type of ON THE JOB METHODS of training

1. _____: the trainee is put under the guidance of a master worker. People seeking to enter skilled jobs, to become, for example, plumbers, electricians or iron-workers, are often required to undergo this training.
2. _____: In this method, the superior guides and instructs the trainee as a coach, sets goals, suggests how to achieve these goals, periodically reviews the trainees progress and suggests changes required in behaviour and performance.
3. _____: The trainee works directly with a senior manager and the manager takes full responsibility for the trainee's coaching. Classically the trainee is being groomed to replace the senior manager and relieve him from some of his duties.
4. _____: It is a joint programme of training in which educational institutions and business firms cooperate. Selected candidates carry on regular studies And work in some factory or office to acquire practical knowledge and skills for the prescribed period
5. _____: This kind of training involves shifting the trainee from one department to another or from one job to another. This enables the trainee to gain a broader understanding of all parts of the business and how the organisation as a whole functions.
6. _____: When employees are trained by this method, the organization finds it easier at the time of promotions, replacements or transfers.

Q16 from the following statements identify the type of on the job methods of training

1. _____: The approach is well adapted to conveying specific information-rules, procedures or methods. The use of audio visuals or demonstrations makes a formal classroom presentation more interesting increasing retention and offering for clarifying more difficult points.
2. _____: They can provide information and explicitly demonstrate skills that are not easily represented by the other techniques. Used in conjunction with conference discussions, it is a very effective method in certain cases.
3. _____: cases represent attempts to describe, as accurately as possible real problems that managers have faced. Trainees study the cases to determine problems, analyse causes, develop alternative solutions, select what they believe to be the best solution, and implement it.

4. _____: It simulates the work environment by programming a computer to imitate some of the realities of the job and allows learning to take place without the risk or high costs that would be incurred if a mistake were made in real life situation.
5. _____: Actual work environments are created in a class room and employees use the same materials, files and equipment. This is usually done when employees are required to handle sophisticated machinery and equipment.
6. _____: Information is broken into meaningful units and these units are arranged in a proper way to form a logical and sequential learning package i.e. from simple to complex. The trainee goes through these units by answering questions or filling the blanks.

Q17. Identify the names of the Important Tests Used for Selection of Employees:

1. _____: This is one of the important psychological tests used to measure the level of intelligence quotient of an individual. It is an indicator of a person's learning ability or the ability to make decisions and judgments.
2. _____: It is a measure of individuals potential for learning new skills. It indicates the person's capacity to develop. Such tests are good indices of a person's future success score.
3. _____: these tests provide clues to a person's emotions, her reactions, maturity and value system etc. These tests probe the overall personality. Hence, these are difficult to design and implement.
4. _____: These tests measure the existing skills of the individual. They measure the level of knowledge and proficiency in the area of professions or technical training.
5. _____: Every individual has fascination for some job than the other. these tests are used to know the pattern of interests or involvement of a person.

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ANSWER KEY

ALL ANSWERS ARE WRITTEN IN RED INK

Q1. Identify the concept and fill in the blanks

- 1) **Workload Analysis** would enable an assessment of the number and types of human resources necessary for the performance of various jobs and accomplishment of organizational objectives.
- 2) **Workforce** analysis would reveal the number and type of human resources available for the performance of various jobs
- 3) **Workload** Analysis & **Workforce** analysis exercise would reveal whether we are understaffed, overstaffed or optimally staffed.
- 4) An **employment contract**, is a written document containing the offer of employment, the terms and conditions and the date of joining.
- 5) **Orientation** is, introducing the selected employee to other employees and familiarizing him with the rules and policies of the organisation.
- 6) **Placement** refers to the employee occupying the position or post for which the person has been selected.
- 7) **Performance appraisal means** evaluating an employee's current and/or past performance as against certain predetermined standards.
- 8) The **performance appraisal process**, therefore, will include defining the job, appraising performance and providing feedback.
- 9) **Promotions** are an integral part of people's career. They refer to being placed in positions of increased responsibility and mean more pay, responsibility and job satisfaction.
- 10) Direct financial payments are of two types: **time based or performance based**.
- 11) A **timebased** plan means salary and wages are paid either daily, weekly or monthly or annually.
- 12) **Performance** based plans means salary/wages are paid according to piecework.
- 13) a worker is paid according to the number of units produced by him/her. It is a **Performance** based plans of wage payment
- 14) We see that as a process, **staffing** includes acquisition, retention, development, performance appraisal, promotion and compensation of the most important resource of an organisation, that is, its human capital.
- 15) If one is selected by a Business Process Outsourcing (BPO) unit by virtue of being extrovert and well-versed in English speaking, one needs to be trained in the relevant business processes, telephone conversation etiquettes as well as diction adaptation before actual placement. This is called **training**
- 16) **Recruitment** refers to the process of finding possible candidates for a job or a function.
- 17) **Recruitment** has been defined as 'the process of searching for prospective employees and stimulating them to apply for jobs in an organisation.'
- 18) **Recruitment** seeks to attract suitable applicants to apply for available jobs.

- 19) The objective of **Recruitment** is to attract potential employees with the necessary characteristics or qualification, in the adequate number for the jobs available.
- 20) **Recruitment** locates available people for the job and invites them to apply for the job in the organisation.
- 21) The process of **Recruitment** precedes the process of selection of a right candidate for the given positions in the organisation.
- 22) **Selection** is the process of identifying and choosing the best person out of a number of prospective candidates for a job.
- 23) In **Selection** process the candidates are required to take a series of employment tests and interviews. At every stage many are eliminated and a few move on to the next stage until the right type is found.
- 24) The processes of **Selection** may start right from the screening of the applications. It may continue even after the offer of employment, acceptance and joining of the candidate.
- 25) The difference between **aptitude** test and trade test is that the former measures the potential to acquire skills and the later the actual skills possessed
- 26) Basic information like employment Job Title, Duties, Responsibilities, Date when continuous employment starts and the basis for calculating service, rates of pay, allowances, hours of work, leave rules, sickness, grievance procedure, disciplinary procedure, work rules, termination of employment are included in a written document called **contract of employment**
- 27) **Human relations** approach recognizes human factor as the most important instrument of success in an organisation.
- 28) Increase in scope of the work led to replacement of personnel manager with **human resource** manager.
- 29) **Staffing** has been described as the managerial function of filling and keeping filled the positions in the organisation structure.
- 30) In a new enterprise, the staffing function follows the **PLANNING** and **staffing** functions.
- 31) There are two important sources of internal recruitment, **internal** and **external**
- 32) In some organisations the term **Learning and Development** is used instead of the term Training and Development
- 33) There are various methods of training. These are broadly categorised into two groups: **on the job** and **off the job**.
- 34) **On the job** Methods refer to the methods that are applied to the workplace, while the employee is actually working.
- 35) **Off the job** Methods are used away from the work place. The former means learning while doing, while the latter means learning before doing.

Q2. Proper staffing does not ensure which of the following benefit to the organisation:

1. discovering and obtaining competent personnel
2. higher performance, by putting any person on any job
3. survival and growth of the enterprise
4. Optimum utilization of the human resources.
5. job satisfaction and high morale of employees

Q3. From the following identify the specialised activities and duties which Human Resource Management perform (yes/ no)

- (_Y_) Recruitment i.e., search for qualified people
- (_N_) planning sales targets for the year
- (_Y_) Developing compensation and incentive plans.
- (_N_) designing advertisements for sale of its products
- (_Y_) Training and development of employees.
- (_Y_) Maintaining labour relations and union management relations.
- (_N_) deciding the price of its products for sale
- (_Y_) Handling grievances and complaints.
- (_Y_) Providing for social security and welfare of employees.
- (_Y_) Defending in law suits and avoiding legal complications.

Q4. Identify the steps of the Staffing Process from the following statements

1. It is important to translate the manpower requirements into specific job description and the desirable profile of its occupant — the desired qualifications, experience, personality characteristics and so on. This information becomes the base for looking for potential employees. **Estimating the Manpower Requirements**
2. This step involves locating the potential candidate or determining the sources of potential candidates. **Recruitment**
3. It necessitates workload analysis on the one hand and workforce analysis on the other. **Estimating the Manpower Requirements**
4. The process of searching for prospective employees and stimulating them to apply for jobs in the organisation. **Recruitment**
5. Organisations have either in house training centres or have forged alliances with training and educational institutes to ensure continuing learning of their employees. **Training and Development**
6. The essential objective is to create a pool of the prospective job candidates. **Recruitment**
7. The process of choosing from among the pool of the prospective job candidates developed at the stage of recruitment. **Selection**
8. it ensures that the organization gets the best among the available pool of the prospective job candidates **Selection**
9. The rigour involves a host of tests and interviews, Those who are able to successfully negotiate the test and the interviews are offered an employment contract, **Selection**
10. The employee is given a brief presentation about the company and is introduced to his superiors, subordinates and the colleagues. He is taken around the workplace and given the charge of the job for which he has been selected. **Placement and Orientation**
11. Introducing the selected employee to other employees and familiarising him with the rules and policies of the organisation and occupying the position or post for which the person has been selected. **Placement and Orientation**
12. By offering the opportunities for career advancement to their members, organisations are not only able to attract but also retain its talented people. **Training and Development**
13. Managers need to design activities to encourage employees to grow and realise their full potential. **Promotion and career planning**

14. After the employees have been on the job for some time, there is a need to evaluate their performance as against certain predetermined standards. **Performance Appraisal**

15. It refers to all forms of pay or rewards going to employees. It may be in the form of direct financial payments like wages, salaries, incentives, commissions and bonuses and indirect payments like employer paid insurance and vacations. **Compensation**

Q5. Aspects of staffing

There are three aspects of staffing: **RECRUITMENT, SELECTION, TRAINING**

Q6. Arrange the various activities involved with the process of recruitment in sequence

(_2_) choosing the most suitable source or sources,

(_1_) identification of the different sources of labour supply,

(_3_) inviting applications from the prospective candidates, for the vacancies.

(_4_) assessment of their validity,

Q7. Identify the internal source of recruitment from the following statements

1. It involves shifting of an employee from one job to another, one department to another or from one shift to another, without a substantive change in the responsibilities and status of the employee. **Transfers**
2. It may lead to changes in duties and responsibilities, working condition etc., but not necessarily salary. **Transfers**
3. It is practically a horizontal movement of employees. Shortage of suitable personnel in one branch may be filled from other branch or department. **Transfers**
4. Job transfers are also helpful in avoiding termination and in removing individual problems and grievances. **Transfers**
5. It is ensured that the employee sent to another job is capable of performing it. This can also be used for training of employees for learning different jobs. **Transfers**
6. It is the practice of filling higher jobs by shifting employees from lower jobs. **Promotions**
7. It leads to shifting an employee to a higher position, carrying higher responsibilities, facilities, status and pay. **Promotions**
8. It is a vertical shifting of employees. **Promotions**
9. This practice has a great psychological impact and helps to improve the motivation, loyalty and satisfaction level of employees. **Promotions**

Q8. From the following statements related to the merits of sources of recruitment, identify the Sources of recruitment --Internal/external

1. May lead to a chain of promotion at lower levels in the organisation. **Internal Sources**
2. This motivates the employees to improve their performance through learning and practice. Employees work with commitment and loyalty and remain satisfied with their jobs because of promotional avenues; **Internal Sources**
3. Simplifies the process of selection and placement as the candidates are already working in the enterprise can be evaluated more accurately and economically. **Internal Sources**

4. This is a more reliable way of recruitment since the candidates are already known to the organisation; **Internal Sources**
5. Transfer is a tool of training the employees to prepare them for higher jobs. people recruited from within the organisation do not need induction training; **Internal Sources**
6. Transfer has the benefit of shifting workforce from the surplus departments to those where there is shortage of staff; **Internal Sources**
7. Filling of jobs internally is cheaper as compared to getting candidates from external sources. **Internal Sources**
8. By using this sources of recruitment, the management can attract qualified and trained people to apply for vacant jobs in the organisation. **External Sources**
9. When vacancies are advertised widely, a large number of applicants from outside apply and the organisation have wider choice **External Sources**
10. It provides wider choice and brings new blood in the organisation. However, it is expensive and time-consuming. **External Sources**
11. The existing staff will have to compete with the outsiders. They will work harder to show better performance. **External Sources**

Q9. From the following statements related to the limitations of sources of recruitment identify the Sources of recruitment ---Internal/external.

1. Recruitment may lead to dissatisfaction and frustration among existing employees. They may feel that their chances of promotion are reduced. **External Sources**
2. Recruitment from this source is a *Lengthy process*. The business has to notify the vacancies and wait for applications to initiate the selection process. **External Sources**
3. The employees may become lethargic if they are sure of time bound promotions; **Internal Sources**
4. A new enterprise cannot use this source of recruitment. **Internal Sources**
5. No organisation can fill all its vacancies from this source **Internal Sources**
6. It is very costly to recruit staff. A lot of money has to be spent on advertisement and processing of applications. **External Sources**
7. When vacancies are filled through promotions, it involves danger of 'inbreeding' by stopping infusion of new blood' into the organisation; **Internal Sources**
8. The spirit of competition among the employees may be hampered; and frequent transfers of employees may often reduce the productivity of the organisation. **Internal Sources**

Q10. Identify the type of External Source of recruitment from the following statements

1. a notice is placed on the notice-board of the enterprise specifying the details of the jobs available. Jobseekers assemble outside the premises of the organisation on the specified date and selection is done on the spot. **Direct Recruitment**

2. The practice is followed usually for casual vacancies of unskilled or semi-skilled jobs. Such workers are known as casual or '*badli*' workers and they are paid remuneration on daily wage basis. **Direct Recruitment**
3. This method of recruitment is very inexpensive as it does not involve any cost of advertising the vacancies. It is suitable for filling casual vacancies when there is a rush of work or when some permanent workers are absent. **Direct Recruitment**
4. Many reputed business organisations keep a database of unsolicited applicants in their offices. A list of such job-seekers can be prepared and can be screened to fill the vacancies as they arise. **Casual Callers**
5. Newspapers or trade and professional journals are generally used when a wider choice is required. Most of the senior positions of industry as well as commerce are filled by this method. **Advertisement**
6. In this source more information about the organization and job can be given but Its disadvantage is that it may bring in a flood of response, and many times, from quite unsuitable candidates. **Advertisement**
7. They are run by the Government and are regarded as a good source of recruitment for unskilled and skilled operative jobs. **Employment Exchange**
8. In some cases, compulsory notification of vacancies to them is required by law. Thus, they help to match personnel demand and supply by serving as link between job-seekers and employers **Employment Exchange.**
9. In technical and professional areas they provide a nationwide service in matching managerial personnel demand and supply. These agencies compile bio-data of a large number of candidates and recommend suitable names to their clients for a fee **Placement Agencies and Management Consultants**
10. They specialise in middle level and top level executive placements. They are useful where extensive screening is required. They even advertise the jobs on behalf of their clients to recruit right type of personnel. **Placement Agencies and Management Consultants**
11. These professional recruiters can entice the needed top executives from other companies by making the right offers. **Placement Agencies and Management Consultants**
12. Colleges and institutes of management and technology have become a popular source of recruitment for technical, professional and managerial jobs. **Campus Recruitment**
13. Many big organisations maintain a close liaison with the universities, vocational schools and management institutes to recruit qualified personnel for various jobs. **Campus Recruitment**
14. Applicants introduced by present employees, or their friends and relatives may prove to be a good source of recruitment. **Recommendations of Employees**
15. they can provide the required number of unskilled workers at short notice as they maintain close contacts with labourers **Labour Contractors**
16. Workers are recruited through contractors who are themselves employees of the organisation. **Labor Contractors**
17. The disadvantages of this system are that if the contractor himself decides to leave the organisation, all the workers employed through him will follow suit. **Labour Contractors**
18. The practice of telecasting of vacant posts over Television with the detailed requirements of the job and the qualities required along with the profile of the organisation where vacancy exists. **Advertising on Television**

19. There are certain websites specifically designed and dedicated for the purpose of providing information about both job seekers and job opening. **Web Publishing**
20. In fact, websites are very commonly visited both by the prospective employees and the organisations searching for suitable people. **Web Publishing**

Q11. Identify & Arrange the following steps of Process of Selection in sequence (1, 2, 3 ...)

(_2_) **Selection Tests:** An employment test is a mechanism that attempts to measure certain characteristics of individuals. These characteristics range from aptitudes, such as manual dexterity, to intelligence to personality.

(_1_) **Preliminary Screening:** helps the manager eliminate unqualified or unfit job seekers based on the information supplied in the application forms. Preliminary interviews help reject misfits for reasons, which did not appear in the application forms.

(_4_) **Reference and Background Checks:** Many employers request names, addresses, and telephone numbers of references for the purpose of verifying information and, gaining additional information on an applicant.

(_8_) **Contract of Employment:** After the job offer has been made and candidate accepts the offer, certain documents need to be executed by the employer and the candidate. Such document are attestation form and a contract of employment.

(_5_) **Selection Decision:** The final decision has to be made from among the candidates who pass the tests, interviews and reference checks. The views of the concerned manager will be generally considered

(_6_) **Medical Examination:** After the selection and before job offer is made, the candidate is required to undergo a medical fitness test. The job offer is given if he is declared fit after the medical examination.

(_3_) **Employment Interview:** It is a formal, in-depth conversation conducted to evaluate the applicant's suitability for the job. The role of the interviewer is to seek information and that of the interviewee is to provide the same.

(_7_) **Job Offer:** The next step in the selection process is made through a letter of appointment/ confirms his acceptance. Such a letter generally contains a date by which the appointee must report on duty.

Q12. From the following Benefits of Training and Development, identify (benefit to the organization/ to the Employee)

1. **Organization:** Training is a systematic learning, better than hit and trial methods which lead to wastage of efforts and money.
2. **Organization:** It enhances employee productivity both in terms of quantity and quality, leading to higher profits.
3. **Organization:** Training equips the future manager who can take over in case of emergency.
4. **Organization:** Training increases employee morale and reduces absenteeism and employee turnover.
5. **Organization:** Training increases the satisfaction and morale of employees.
6. **Employee:** Improved skills and knowledge due to training lead to better career of the individual.
7. **Employee:** Increased performance by the individual helps him to earn more.
8. **Employee:** Training makes the employee more efficient to handle machines. Thus, less prone to accidents.

Q13. Answer the following using only these three words-Training/ Development/ Education

1. The term **Training** is used to indicate the process by which attitudes, skills and abilities of employees to perform specific jobs are increased.
2. The term Development means growth of individual in all respects.
3. **Training** is short term process but **Development** is an ongoing process. Also, **Development** includes **Training**

4. **Education** is broader in scope than training.
5. **Training** is a process of learning new skills and application of knowledge. It attempts to improve their performance on the current job or prepare them for any intended job.
6. **Training** is tied to the goals of organisations more than to the goals of the individual.
7. **Education** is the process of increasing the knowledge and understanding of employees.
8. **Education** does not provide definite answers, but rather develops a logical and rational mind that can determine relationships among pertinent variables and thereby understand a phenomenon.
9. **Education** imparts qualities of mind and character and understanding of the basic principles and develop the capacities of analysis, synthesis and objectivity.
10. **Development** 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

Q14. Difference between Training and Development

Training	Development
It is a process of increasing knowledge and skills.	It is a process of learning and growth
It is to enable the employee to do the job better	It is to enable the overall growth of the employee.
It is a job oriented process	It is a career oriented process.

Q15 from the following statements identify the type of ON THE JOB METHODS of training

1. **Apprenticeship Programmes:** the trainee is put under the guidance of a master worker. People seeking to enter skilled jobs, to become, for example, plumbers, electricians or iron-workers, are often required to undergo this training.
2. **Coaching:** In this method, the superior guides and instructs the trainee as a coach, sets goals, suggests how to achieve these goals, periodically reviews the trainees progress and suggests changes required in behaviour and performance.
3. **Coaching:** The trainee works directly with a senior manager and the manager takes full responsibility for the trainee's coaching. Classically the trainee is being groomed to replace the senior manager and relieve him from some of his duties.
4. **_Internship Training_:** It is a joint programme of training in which educational institutions and business firms cooperate. Selected candidates carry on regular studies And work in some factory or office to acquire practical knowledge and skills for the prescribed period
5. **Job Rotation:** This kind of training involves shifting the trainee from one department to another or from one job to another. This enables the trainee to gain a broader understanding of all parts of the business and how the organisation as a whole functions.
6. **Job Rotation:** When employees are trained by this method, the organization finds it easier at the time of promotions, replacements or transfers.

Q16 from the following statements identify the type of ON THE JOB METHODS of training

1. **Class Room Lectures/ Conferences:** The approach is well adapted to conveying specific information-rules, procedures or methods. The use of audio visuals or demonstrations makes a formal classroom presentation more interesting increasing retention and offering for clarifying more difficult points.
2. **Films:** They can provide information and explicitly demonstrate skills that are not easily represented by the other techniques. Used in conjunction with conference discussions, it is a very effective method in certain cases.
3. **Case Study:** cases represent attempts to describe, as accurately as possible real problems that managers have faced. Trainees study the cases to determine problems, analyse causes, develop alternative solutions, select what they believe to be the best solution, and implement it.
4. **Computer Modelling:** It simulates the work environment by programming a computer to imitate some of the realities of the job and allows learning to take place without the risk or high costs that would be incurred if a mistake were made in real life situation.
5. **Vestibule Training:** Actual work environments are created in a class room and employees use the same materials, files and equipment. This is usually done when employees are required to handle sophisticated machinery and equipment.
6. **Programmed Instruction:** Information is broken into meaningful units and these units are arranged in a proper way to form a logical and sequential learning package i.e. from simple to complex. The trainee goes through these units by answering questions or filling the blanks.

Q17. Identify the names of the Important Tests Used for Selection of Employees:

- 1) **Intelligence Tests:** This is one of the important psychological tests used to measure the level of intelligence quotient of an individual. It is an indicator of a person's learning ability or the ability to make decisions and judgments.
- 2) **Aptitude Test:** It is a measure of individual's potential for learning new skills. It indicates the person's capacity to develop. Such tests are good indices of a person's future success score.
- 3) **Personality Tests:** these tests provide clues to a person's emotions, her reactions, maturity and value system etc. These tests probe the overall personality. Hence, these are difficult to design and implement.
- 4) **Trade Test:** These tests measure the existing skills of the individual. They measure the level of knowledge and proficiency in the area of professions or technical training.
- 5) **Interest Tests:** Every individual has fascination for some job than the other. these tests are used to know the pattern of interests or involvement of a person.

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