

Sunder Lai runs a security service providers agency. Considering that psychological testing is a critical step for judging the potential of the prospective candidates for a career in law enforcement, he uses various types of psychological tests as part of the selection processes. This is done to ensure that potential new officers are emotionally and psychologically suited to carry out the requirements of the job.

In context of the above case:

1. Briefly outline any one more type of test that Sunder Lai may use to assess the potential of the prospective candidates.
2. Briefly outline the steps involved in the selection process after conducting the assessment tests.

Srija runs an NGO under the name 'Sarthak' in Delhi. The organisation is engaged in offering waste paper recycling services to all kinds of institutions in the Delhi NCR region. It also manufactures custom made paper stationery out of recycled paper on order for the interested institutions at a very competitive price. The website of 'Sarthak' provides a link to a Careers site wherein the people desirous of joining the NGO can use simple Job Search to find the right opportunity for themselves. The NGO also keeps a database of unsolicited applicants in its office so that job seekers may be notified of future opportunities when they arise.

In context of the above case:

1. Identify the two sources of external recruitment being used by the NGO 'Sarthak' by quoting lines from the paragraph.
2. List any two values that Srija wants to communicate to the society.

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 discuss how they came in contact with this organisation.

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 the H.R. Manager.

Vaibhav said that he was neither related to any employee of the organisation nor was there any advertisement in the newspaper, even then, he was directly called from IIM Ahmedabad from where he was about to complete his MBA.

1. The above discussion is indicating an important function of management.
Name the function of management.
2. The management function identified in part (1) follows a particular process.
Explain the step of this process which is being discussed in the above paragraph.

S.No.	Basis	Recruitment	Selection
1.	Meaning	Recruitment may be defined as the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.	Selection is the process of choosing the best candidate from a pool of applicants for the job.
2.	Process	It is a positive process.	It is a negative process.
3.	Sequence	It precedes selection.	It follows recruitment.

Mrs. Rajlaxmi is working as the Human Resource Consultant in a firm that manufactures cosmetics, which is facing a problem of high employee turnover. The CEO of the company has invited suggestion from her for retaining the talented employees and reducing the employee turnover. Mrs. Rajlaxmi recommends that the good employees be rewarded in a way that it creates a feeling of ownership among the employees and at the same time, makes them contribute towards the growth of the organisation.

1. Identify the incentive and explain its type which has been suggested by Mrs. Rajlaxmi to the CEO of the company.
2. Also explain any two other incentives of the same type. **(CBSE, Sample Paper 2016)**

Aakansha, Nikita and 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 Sital Pati, traditional mats and Jappi (the traditional headgear). They decided to shift this manufacturing unit to a rural area 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.

Anuroop runs a law firm in Hyderabad. His firm offers valuable financial and legal consultancy services to the clients. Whenever the firm hires any new employees, on the first day of their joining, they are welcomed to the organisation and are given details about hours of work, holiday requests, sickness procedure, dress code, lunch arrangements, introduced to the daily operations and key people in the workplace, etc. They are also familiarised with the organisation's policies and procedures, including complaints and dispute resolution, sexual harassment, emergency exits and evacuation procedure. In the context of the above case:

1. Name the type of training which is being referred to in the above lines.
2. Identify and explain the human needs of the new employees that are being fulfilled by Anuroop through this training.

Resolutions Pvt. Ltd. is a 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.

1. Name and explain the step of staffing process which has not been performed properly.
2. State the next two stages immediately following the step identified in part 'a'.

(CBSE, Sample Paper, 2017)

Sia plans to start a play school at a prime location in the city. She offers a partnership proposal to her family friend Jyotika who has done a diploma in human resource management. As Sia understands that human resource management is critical to starting and running the school. The school needs an experienced and dynamic principal. It also needs talented and dedicated teachers and a competent administrative staff. Therefore, after determining the organisational structure of the school she initiates the staffing process with the help of Jyotika to fill in the various job positions as staffing is considered to be an inherent part of human resource management.

In the context of the above case:

1. Outline the concept of human resource management.
2. Why is staffing is considered to be an inherent part of human resource management?

Human Resource Management includes many specialized activities and duties which the human resource personnel must perform. In the light of this statement, explain any four such duties performed by Human Resource Manager. **(CBSE, Sample Paper, 2017)**

Owing to the increased workload after demonetisation, the income tax employees of Karnataka and Goa region had urged the centre to increase manpower of the I-T department by filling up 35% vacancies which were lying vacant. As there were confirmed reports about misuse of bank accounts, foreign exchange mechanism, gold purchases and adoption of various other dubious means for investing the unaccounted cash.

In context of the above case:

1. Identify and explain the function of management being discussed in the above lines.
2. Identify and explain the particular step related to the function of management as identified in part (1) of the question which has already been performed. Also, state the next three steps to be performed after this step.

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. **(CBSE, Delhi 2017)**

Sahil, the director of a garments company, is planning to manufacture bags for the utilisation of waste materials from one of his garments units. He decided that his manufacturing unit will be set up in the rural area of Odisha where people have very less job opportunities and labour is available at a very low rate. He also thought of giving equal opportunities to men and women.

For this, he selected S. Chatterjee, Inderjeet Kaur, Aslam and Sarabjeet as heads of the Sales, Accounts, Purchase and Production Departments.

1. Identify and state the next two steps that Sahil has to follow in the staffing process after selecting the above heads.
2. Also identify two values which Sahil wants to communicate to society by setting up this manufacturing unit.

(CBSE, OD 2013)

Harish, the director of a company, is planning to manufacture stuffed toys for utilising waste materials from 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 job opportunities. For this, he selected Rehman, Anita Banerjee, Harpreet Kaur and Umesh (a differently abled but very intelligent and creative person in designing) as the heads of Sales, Accounts, Purchase and Production Departments respectively.

1. Identify and state the next three steps that Harish has to follow in the staffing process after selecting the heads of different departments.
2. Identify any two values that Harish wants to communicate by setting-up this manufacturing unit. **(CBSE, Delhi 2013)**

Nishant, the director of a garment company, is planning to manufacture bags for the utilisation of waste material from one of his garments unit. He has decided that his manufacturing unit will set-up in a rural area of Odisha where people have very few job opportunities and labour is available at very low rates. He also thought of giving equal opportunities to men and women.

For this, he wanted four different heads for sales, accounts, purchase and production. He gave an advertisement and short listed ten candidates per post after conducting different selection tests.

1. Identify and state the next three steps for choosing the best candidate out of the short-listed candidates.
2. Also identify two values which Nishant wants to communicate to society by setting up this manufacturing unit.

(CBSE, Delhi 2013; OD 2013)

Prashant, the Director of a company, is planning to manufacture rugs for utilising waste materials from 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 job opportunities. For this, he wanted four different heads for Sales, Accounts, Purchase and Production Departments. He decided that one of them will be a differently-abled person, another from a minority community and one from a disadvantaged section of society. He gave an advertisement in the newspaper for the above vacancies.

1. Identify and state the next three steps Prashant has to follow in the staffing process after advertising for the above vacancies.
2. Identify any two values that Prashant wants to communicate by setting up this manufacturing unit. **(CBSE, OD 2013)**

The employees of 'Food Darbar,' a restaurant, are trained through a structured programme that provides training in each area within the restaurant. The trainees learn the skills necessary for running each of the 12 workstations in the restaurant, from taking orders to the cooking area. This enables the employees to gain a broader understanding of all parts of the business and how the restaurant functions as a whole. The trainee gets fully involved in the department's operations and also gets a chance to test her own aptitude and ability. When employees are trained by this method, the organisation finds it easier at the time of promotions, replacements or transfers.

In context of the above case:

1. Name the type of training which 'Food Darbar' provides to its employees.
2. Distinguish between training and development on the basis of meaning, purpose and scope.

Mohit Gupta is working with Yellow Security Services Ltd. He is also recruiting security guards for the company. The company provides security services in Delhi and Noida at short notice to various companies. The guards are recruited on a temporary basis. The guards provided by this company are known for their honesty and punctuality. Mohit Gupta is well-known in his village for providing employment to unskilled people.

1. Name the source of recruitment used by Yellow Security Services Ltd.
2. State any one disadvantage of this source of recruitment.
3. Identify the need of security guards which is being fulfilled by the company as per Maslow's need hierarchy.
4. Identify any two values communicated to society in the above stated case.

(CBSE, OD 2015)

Anushka is doing a course in fashion designing from an institute of repute. As a part of the course, she has been asked to take on-the-job training in an export house for a fortnight in order to gain an insight about various practical aspects related to designing. Anushka, through the references from her senior, joins an export house owned by an upcoming designer, Nandita. In context of the above case:

1. Name and explain the type of training which Anushka has been asked to undertake.
2. Explain briefly any one method for providing off-the-job training.

Blue Heavens Ltd. purchased a new machinery from Germany for manufacturing some auto components. It was a cost-effective and quality production machine but during the production process, manager observed that the quality of the production was not as per standards. On investigation, it was found that there was lack of knowledge of using these hi-tech machines. So, frequent visits by engineers were required from Germany but this resulted in high overhead charges.

Suggest what can be done to develop the skills and abilities of employees for producing quality products by using these hi-tech machines. Also state how the employees or the organisation will be benefited by your suggestion. **(CBSE, Sample Paper 2015)**

Sunidhi runs a KPO (Knowledge Process Outsourcing) in Gurgaon. The services provided by her firm include all kinds of research and information gathering in fields such as financial market, medicine, animation and design, etc. Sunidhi believes that the success of the company can be achieved mainly through the people it chooses to employ. Therefore, she aims to attract the best people and provides them innumerable opportunities to enhance their knowledge and skill relevant to their position.

In context of the above case, identify and explain the aspects of staffing being taken into consideration by Sunidhi by quoting lines from the paragraph.

Race Tech Ltd. is one of the top IT companies in India. The company does mass recruitment each year from different colleges offering fresher level job to the final year students. This helps in recruiting the brightest and the best available talent in the educational institutions.

In context of the above case:

1. Identify the source of external recruitment adopted by the company.
2. Explain briefly any three advantages of using the external sources of recruitment.