CH- – ORGANISING	
Q.1	The Managing Director – MD of 'Rahi Footwear Limited', Mr. Jisan Ahmed wants to expand his business. Currently, this company deals in leather shoes. Mr. Ahmed called a meeting of all the four Departmental Managers. He asked all of them to express their views on the expansion ofthe company. One of them said that a factory should be set up to make school bags. The other one said that a factory for making Ladies' Leather Purses should be setup. The third one suggested for setting up a factory to manufacture socks and the forth manager was in favor of a factory for making plastic shoes. There was a discussion on all the four options in the meeting and ultimately, the option for making ladies' leather purses was thought to be right. Mr. Ahmed took his job in his own hands. Mr. Ahmed purchased the factory making ladies leather purses which had already been set up and was running in a loss. Now he determined the different activities to be performed in the new business. He established five departments, so that all activities could be completed easily. Trees in a large number were planted all around the factory so as toprovide protection against the bad effect of leather. (a) Identify the concepts of management described in the paragraph givenabove. (b) Quote the lines which help in identifying the concepts identified in thepoint 'a'.
Ans	(a) Planning and organizing (b) "Now the main question before them……set up the departments"
Q.2	"Organizing is the process of defining and grouping the activities of the enterprise and establishing the authority relationship among them." In the light of this statement, explain the steps in the process of organizing
Ans	Identification and division of work, Departmentalisation, Assignment of duties, Establishing reporting relationships
Q.3	There are 75 persons working in the Production Department of 'Ganesh Pvt. Ltd.' The manager of this department, Mr. Neeraj, is very punctual. He does not at all tolerate reaching the office late and leaving it early. But so far as the mutual relations of the employees are concerned, he is very liberal. All the employees of the department have been instructed that they can communicate any time irrespective of the high or low position of the employees concerned. The first specialty of Mr. Neeraj creates discipline and one makes the atmosphere pleasant. Identify the concept of management concerning the employees described in the above paragraph
Ans	Informal organization
Q.4	What is meant by Delegation? State any four points which highlight the importance of delegation in an organization
Ans	Delegation of authority is the process of entrusting responsibility and authority, and creating accountability of the person to whom work or responsibility is handed over. Its importance are: a) Effective management: Delegation of authority reduces the workload of a manager. Mangers who practice delegation of authority are definitely better decision makers than those who do not delegate authority. b) Motivation of employees: In the process of delegation of authority, both authority and responsibility is delegate to their subordinates. This situation provides liberty to work and take decisions on the part of subordinates. Through this; they exhibit their talent and skill. c) Facilitation of work: Delegation of authority does not develop only one person or division but facilitates the development of the organisation as a whole. As adequate number of able employees are available in an organisation to take decisions expansion modernisation and diversification of a business can be done with full confidence
Q.5	'Formal organization is impersonal while Informal organization is personal.' Clarify
Ans	In formal organization personal feelings are ignored and strict discipline is observed. It is not the person but the work that happens to be important. In informal organization the feelings of individual are kept in mind and nothing is imposed upon them
Q.6	With the help of any four points, explain the crucial role that organizing plays in an enterprise.
Ans	a) Adaptation to change: Organising process makes the organisation capable of adopting to any change connected with the post of the employees. This becomes possible only because of

	the fact that there is a clear scalar chain of authority for the manager's right from the top to the bottom b) Effective Administration: It has generally been observed that there is always a condition of doubt about the authority of the managers among themselves. The process of organising makes a clear mention of each and every activity of every manager and also of their extent of authority. It is also made clear as to whom shall a manager order for a particular job .Everybody also knows to whom they are accountable. c) Expansion and growth: The process of organising allows the employees the freedom to take decisions which helps them to grow. They are always ready to face new challenges. This situation can help in the development of the enterprise. d) Clarity in working relationship: Organising clarifies the working relation among employees. It specifies who is to report whom. Therefore, communication becomes effective. It also helps in fixing accountability.
Q.7	State any three advantages of informal organization.
Ans	a) Effective communication: In the absence of any definite course, it is an effective system of communication. Messages can be quickly conveyed from one place to another with the help of this system b) Fulfils social needs: People having similarity of thoughts and ideas form a group of their own. All the people in the group stand by one another in all the organisational or personal matters. c) Fulfils organizational objectives in informal organisation, there is no pressure of formal organisation. In the informal organisation, the subordinates put their ideas before the superiors without any fear or hesitation. It helps the superiors to understand their difficulties and immediate solution of the problem is sought out.
Q.8	Give the meaning of 'organising'. State the steps in the process of organising.
Ans	Organising is the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of accomplishing objectives. Steps in the process of organising: (i) Identifying and dividing the work into manageable activities so that duplication can be avoided. (ii) Departmentalisation / departmentation when activities of a similar nature are grouped together. (iii) Assignment of duties to job positions. (iv) Establishing reporting relationships so that each individual knows who he has to take orders from and to whom he is accountable.
Q.9	To make the sports day of the school successful the Head master of the school divided all the activities into task groups each dealing with a specific area like holding of events, arrangement of medals, refreshments etc. Each group was placed under the overall supervision of a senior teacher. The physical education teacher was made responsible for holding different events, the home science teacher for refreshments and the Maths teacher for medals. Identify the function of management performed by the Head master in doing so.
Ans	Organising.
Q.10	Aradhana and Gandharv are heads of two different departments in 'Yumco Ltd.' They are efficient managers and are able to motivate the employees of their respective departments to improve performance. However, their drive to excel in their own sphere of activity instead of giving emphasis on objectives of the enterprise has hindered the interaction between the departments that Aradhana and Gandharv are heading. Often there are inter-departmental conflicts and they have become incompatible. This has proved to be harmful in the fulfilment of the organizational objectives. The situation has deteriorated to such an extent that the CEO of 'Yumco Ltd.' has hired a consultant, Rashmi, to resolve the problem. After studying the situation closely, Rashmi found that the problem has arisen due to inflexibility and a narrow perspective on the part of both Aradhana and Gandharv. She is of the view that this situation is a result of the type of organizational structure 'Yumco Ltd.' has adopted. From the above information, identify the organizational structure adopted by 'Yumco Ltd.' and state any three advantages of the structure so identified
Ans	Functional Structure is the organisational structure adopted by 'Yumco Ltd.'. Advantages of Functional Structure: (any three) (a) It leads to occupational specialisation since emphasis is placed on specific functions. (b) It promotes control and coordination within a department because of similarity in the tasks being performed.

	(c) It increases managerial and operational efficiency. (d) It lowers cost as it reduces duplication of effort. (e) It makes training of employees easier as it focuses on a limited range of skills. (f) It ensures that different functions get due attention

CH- – ORGANISING	
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KENDRIYA VIDYALAYA SANGATHAN AHMEDABAD REGION	
CH-6-STAFFING **WORKSHEET – 1 with Model Answer**	
NAME OF STUDENT:	
DATE:	
Q.1	What do you mean by Staffing'?
Ans	The process of management dealing with putting the Right person at the Right place at the Right time. It is the process of Recruitment, selection, placement, training, & transfer/removal of employees for the organisation's posts.
Q.2	What are the steps of Staffing? Give explanation (briefly in one line only) for each step.
Ans	1. Recruitment–searching sources of recruitment, attracting people to apply for posts. 2. Selection-Selecting the suitable persons from the ones who have applied for the posts. 3. Orientation-making the selected persons aware about the Co. 4. Training & development-making the staff suitable for their role in the co. 5. Performance appraisal-evaluating employee's performance against predetermined standards. 6. Compensation-Fixing & monitoring of pay & rewards to the employees.
Q.3	Explain any five points of importance of Staffing.
Ans	1. Filling the jobs with competent personnel. 2. Enhancing efficiency & effectiveness of the human resources of the organization. 3. Improves job satisfaction & morale of the employees 4. Helps in the survival & growth of the organization 5. Optimum utilization of human resources.
Q.4	Why is Recruitment known as a positive process & Selection a negative one? Explain in brief.
Ans	Recruitment process does not include any negative action like rejection. It attracts / motivates prospective employees to apply for jobs in the Co. Whereas selection deals with rejection of the unsuitable candidates from the persons who have applied for posts in the co.
Q.5	Explain the following tests conducted for Selection of employees in brief. 1. Trade test 2. Aptitude test 3. Interest Test
	1. Trade tests measures level of knowledge & proficiency in the area of profession/technical field. 2. Aptitude test-tests the potential for learning new skills 3. To know pattern of interest/involvement of a person
Q.6	State the next four activities performed in the staffing process after Selection of suitable employees.
Ans	1. Medical examination 2. Offer of appointment 3. Contract of employment 4. Orientation & Training
Q.7	Explain in brief how Staffing & Human Resource Management are closely linked.
Ans	1. HRM is a comprehensive process. 2. Staffing is a part of HRM 3. In smaller organizations the function of staffing is performed by managers of all levels 4. In bigger organizations a separate department known as HR department is formed. 5. Both staffing & HRM deals with managing human element of an organization.

KENDRIYA VIDYALAYA SANGATHAN AHMEDABAD REGION	
CH-6-STAFFING **WORKSHEET 2 (with Model Answer)**	
NAME OF STUDENT:	
DATE:	
Q.1	Mr. Naresh completed his M.B.A. from IIM (A) & has been appointed as Human Resource Manager in a FMCG Co. The co. has 2000 employees & has an expansion plan on hand which requires 500 additional persons for various types of jobs. Mr. Naresh has been given complete charge of the HR department. In context of the above case, identify and explain the various activities Mr. Naresh is supposed to perform as HR manager of the co.
Ans	1. Estimating manpower requirement 2. Recruitment 3. Selection 4. Placement & orientation 5. Training & Development 6. Performance appraisal 7. Promotion & career planning 8. Compensation
Q.2	Study for Success P Ltd. a publishing house publishes books for class XII students & as these books are in great demand the marketing department staff is always on the run to cater to the demand. Managers at times have to work overtime & sometimes handle two or more territories leading to dissatisfaction, a. Name the steps of staffing not being performed properly in the co. b. State the next two stages immediately following the step identified in the above case.
Ans	Estimation of manpower requirement Workload analysis & workforce analysis Next two stages: 1. Recruitment 2. Selection
Q.3	Azure Ltd. plans to increase its turnover by 20% & for this the co. is in the process of recruiting additional employees. Suggest any six sources of external recruitment the co. can consider.
Ans.	1. Direct recruitment 2. Casual callers 3. Advertisement 4. Employment exchanges 5. Placement agencies 6. Campus recruitment
Q.4	Mr.Unnikrishnan the HR manager of "Simpollo" group of Hospitals has conducted preliminary screening of applications & shortlisted the suitable candidates for the posts of 'Resident Doctors' staff for its hospital. Explain the remaining steps the manager has to take to complete the selection process.
Ans	1. Employment Interview 2. Reference & background check 3. Selection decision 4. Medical examination 5. Job offer 6. Contract of employment

Q.5	Ms. Nisha-the HR manager in Global Communications Ltd. has convinced the Directors about the need for upgrading the skills of the employees to be qualitatively ahead in this customer oriented fiercely competitive field of mobile communications. The Directors have therefore consented to make huge investments in training & development of their staff. Explain by giving any five points how this investment is likely to benefit the organization?
Ans	1. Systematic learning 2. Increased productivity 3. Boosts morale of employees 4. Prepare Future managers 5. Adaptation to the ever changing business environment 6. Safety because of better trained staff
Q.6	Mr. Narendra & Mr. Maruti are having conflicting views on there being a difference between Training & Development. Being a student of commerce & having studied the topic you are required to clearly state the difference between training & development in any 6 points.
Ans	**Training** 1. Increases the skills & knowledge of employees 2. Enables the employee to do the job in better way 3. Job oriented 4. Narrow scope 5. Beneficial to the employee 6. Suitable for technical staff **Development** 1. Overall growth of employees 2. Helps in overall growth of an employee 3. Career oriented 4. Broader scope 5. To both employee & organization 6. Suitable for Managerial staff

KENDRIYA VIDYALAYA SANGATHAN AHMEDABAD REGION	
	CH-6-STAFFING WORKSHEET – 1
	NAME OF STUDENT:
	DATE:
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	What are the steps of Staffing? Give explanation (briefly in one line only) for each step.
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	Explain any five points of importance of Staffing.

	Why is Recruitment known as a positive process & Selection a negative one? Explain in brief.

	Explain the following tests conducted for Selection of employees in brief. Trade test 2. Aptitude test 3. Interest Test
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	State the next four activities performed in the staffing process after Selection of suitable employees.

	Explain in brief how Staffing & Human Resource Management are closely linked.

KENDRIYA VIDYALAYA SANGATHAN AHMEDABAD REGION	
CH-6-STAFFING **WORKSHEET 2**	
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DATE:	
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