

SPM QB UNIT - 6



Help me write answers for the SPM Question Bank and the answers should be accurate, precise and should contain important information so that, I can directly write for my external semester exam.




Got it, SPIDER! Send me the questions, and I'll craft precise, exam-ready answers for you.






1. Explain Red/Amber/Green (RAG) reporting with suitable example.

Red/Amber/Green (RAG) Reporting

RAG reporting is a visual management technique used to indicate the status or progress of a project, task, or business process using three colors:

- **Red**  – Critical issues requiring immediate attention.
- **Amber**  – Potential risks or moderate concerns that need monitoring and possible corrective action.
- **Green**  – Everything is on track, with no issues.

Example: Project Status Report

Task	Status	Explanation
Software Development	 Green	The development is on schedule, and all milestones are met.
Testing Phase	 Amber	Some minor bugs were found that could delay deployment if not resolved soon.
Budget Utilization	 Red	The project has exceeded the allocated budget, requiring urgent corrective action.

RAG reporting helps stakeholders quickly assess project health and take necessary actions to ensure success.



2. Explain any two types of contract.

1. Fixed-Price Contract

A **Fixed-Price Contract** is an agreement where the total price for the project is agreed upon upfront and remains fixed regardless of the actual costs incurred during the execution of the work.

- **Characteristics:**
 - The buyer and seller agree on a set price.
 - The seller assumes the risk of cost overruns.
 - Commonly used in projects where scope and deliverables are well-defined.
- **Advantages:**
 - Budget predictability for the buyer.
 - Seller has an incentive to complete the project efficiently.
- **Example:** A contractor agrees to build a house for a fixed price of \$200,000. If costs increase, the contractor must absorb the additional costs.

2. Time and Material (T&M) Contract

A **Time and Material Contract** is an agreement where the buyer pays for the actual time spent by the contractor's employees or resources, along with the materials used in the project, based on agreed-upon rates.

- **Characteristics:**
 - The buyer pays for the labor and materials at agreed hourly/daily rates.
 - Common in projects with undefined scope or changing requirements.
 - More flexible but less predictable for budgeting.
- **Advantages:**
 - Flexibility in adjusting the scope of work.
 - Suitable for projects with evolving requirements.
- **Example:** A software development project where the client is billed for developer hours and any necessary tools or software used.

These contracts are selected based on project characteristics, risk levels, and the flexibility needed during execution.



3. Explain Herzberg's two-factor theory.

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, also known as the **Motivation-Hygiene Theory**, was developed by **Frederick Herzberg** to explain workplace motivation. It states that two sets of factors influence employee satisfaction and motivation:

1. Hygiene Factors (Dissatisfaction Avoidance)

These are **extrinsic** factors that do not directly motivate employees but, if absent or inadequate, lead to dissatisfaction.

- **Examples:**

- Salary and benefits
- Job security
- Work conditions
- Company policies
- Relationship with supervisors and colleagues

➡ **If these factors are met, employees won't be dissatisfied but won't necessarily be motivated either.**

2. Motivational Factors (Satisfaction & Performance Boosters)

These are **intrinsic** factors that lead to job satisfaction and motivate employees to perform better.

- **Examples:**

- Recognition and appreciation
- Career growth and promotions
- Job responsibility
- Achievement and personal growth

➡ **When these factors are present, employees feel motivated, committed, and satisfied.**

Example in the Workplace

A software developer receives a high salary (**hygiene factor**) but is not given challenging projects or growth opportunities (**lack of motivation factor**). As a result, they are not fully engaged at work. However, if they are assigned innovative projects with recognition for their efforts, they will feel motivated and productive.

Thus, to improve employee performance, organizations must **eliminate dissatisfaction (by ensuring good hygiene factors) and enhance motivation (by adding motivational factors)**.



4. Describe review process model with diagram.

Review Process Model

The **Review Process Model** is a structured approach used to examine software artifacts (such as documents, code, or design) to detect defects, improve quality, and ensure compliance with standards. Reviews can be formal (inspections, walkthroughs) or informal (peer reviews).

Phases of the Review Process Model

1. Planning

- Identify the review objectives.
- Select participants (reviewers, moderators).
- Schedule the review meeting.

2. Preparation

- Reviewers examine the artifact individually.
- Identify defects and areas of improvement.

3. Review Meeting

- Discuss the findings.
- Categorize and prioritize issues.
- Document feedback.

4. Rework

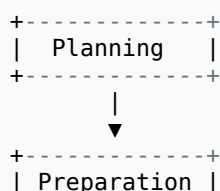
- The author addresses the identified issues.
- Corrections are made based on feedback.

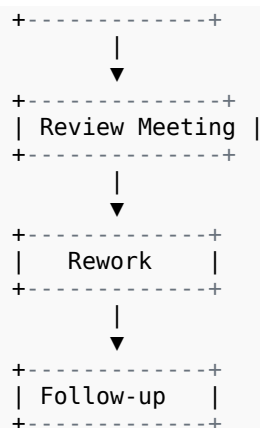
5. Follow-up

- Verify that corrections are implemented.
- Ensure all issues are resolved.
- Close the review process.

Diagram of the Review Process Model

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Example in Software Development

A team is reviewing a software requirements document. The **planning phase** assigns reviewers, the **preparation phase** involves independent review, the **review meeting** discusses issues, the **rework phase** updates the document, and the **follow-up phase** ensures all changes are correctly implemented.

The **Review Process Model** improves software quality by catching defects early, reducing costs, and enhancing collaboration.



5. Explain fixed price contracts with its significance.

Fixed-Price Contracts

A **Fixed-Price Contract** is a type of agreement where the total cost of a project is determined and agreed upon before work begins. Regardless of actual expenses incurred, the seller must complete the project within the agreed price.

Characteristics of Fixed-Price Contracts

- **Predefined Cost:** The buyer and seller agree on a fixed amount before starting the project.
- **Seller Bears the Risk:** If costs exceed the fixed price, the seller is responsible for covering the extra expenses.
- **Scope Clarity Required:** Used when project requirements, deliverables, and timelines are well-defined.
- **Less Flexibility:** Changes or modifications may require contract renegotiation.

Significance of Fixed-Price Contracts

1. Budget Control

- Provides cost certainty for the buyer, ensuring the project remains within budget.

2. Risk Allocation

- The seller assumes the risk of cost overruns, protecting the buyer from unexpected expenses.

3. Efficiency and Timely Delivery

- Encourages the seller to complete the project efficiently, as delays or extra work increase their costs.

4. Simplified Payment Structure

- Payments are typically made based on milestones, reducing financial unpredictability.

5. Preferred for Standard Projects

- Suitable for projects where requirements are clear and unlikely to change (e.g., construction, product manufacturing).

Example of a Fixed-Price Contract

A company hires a software development firm to build a mobile app for **\$50,000** with a delivery deadline of 6 months. Even if the actual development costs rise to **\$60,000**, the firm must complete the project for the agreed **\$50,000** without additional payment from the client.

Fixed-price contracts ensure **cost predictability** for buyers while encouraging **efficiency and performance** from sellers.



6. Discuss the expectancy theory of motivation.

Expectancy Theory of Motivation

The **Expectancy Theory**, proposed by **Victor Vroom (1964)**, explains how individuals make decisions regarding motivation based on expected outcomes. It suggests that employees are motivated when they believe that their effort will lead to good performance and desirable rewards.

Key Components of Expectancy Theory

1. Expectancy (Effort → Performance)

- The belief that putting in more effort will lead to better performance.
- Influenced by:
 - Skills and knowledge
 - Availability of resources
 - Past experiences

Example: A programmer believes that learning a new framework will improve their coding skills and help them complete projects faster.

2. Instrumentality (Performance → Rewards)

- The belief that good performance will lead to specific rewards.
- Influenced by:
 - Transparency in reward systems
 - Fair evaluation processes
 - Trust in management

Example: An employee believes that if they exceed sales targets, they will receive a bonus.

3. Valence (Value of Rewards)

- The importance or value an individual places on the reward.
- Can be positive (desired), negative (undesired), or neutral.

Example: If an employee values job promotion more than a financial bonus, they will be more motivated by career growth opportunities.

Formula of Expectancy Theory

$$\text{Motivation} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$$

- If any factor is **zero**, motivation will be **low**.
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Significance of Expectancy Theory

- Helps organizations design **effective reward systems**.
 - Encourages managers to **align employee goals with company objectives**.
 - Improves **employee engagement and productivity** by offering meaningful rewards.
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Example in Workplace Motivation

A software engineer works extra hours to complete a project (**Expectancy**), believing that high performance will lead to a promotion (**Instrumentality**). If they highly value career growth (**Valence**), they will be highly motivated.

By ensuring that employees see a **clear link between effort, performance, and rewards**, organizations can boost motivation and productivity.



7. Describe any three activities of review process.

Three Key Activities of the Review Process

The **Review Process** is a structured approach used to evaluate software artifacts (such as documents, code, and designs) to identify defects, improve quality, and ensure compliance with standards. Three important activities in this process are:

1. Planning

- The review process begins with planning to define objectives and organize the review.
- **Key tasks:**
 - Identify the artifact to be reviewed (e.g., requirements document, code).
 - Assign roles (reviewers, moderator, author).
 - Set a review schedule and distribute materials.
- **Importance:** Ensures a systematic and organized review process.

Example: A project manager schedules a review meeting for a new software design document, assigning team members specific sections to analyze.

2. Review Meeting

- The team discusses findings, shares feedback, and categorizes issues.
- **Key tasks:**
 - Each reviewer presents their observations.
 - Defects and improvement areas are discussed.
 - Issues are documented for further action.
- **Importance:** Encourages collaboration and helps identify issues efficiently.

Example: A team reviewing a new mobile app design discusses usability concerns and suggests improvements in navigation.

3. Rework

- The author makes necessary corrections based on review feedback.
- **Key tasks:**
 - Fix identified defects and improve quality.
 - Address all comments from the review meeting.
 - Update documentation if required.

- **Importance:** Ensures that the product meets quality standards before proceeding further.

Example: A developer corrects security vulnerabilities found in a code review before final implementation.

By following these activities, the **Review Process** helps in **early defect detection, cost reduction, and quality improvement** in software development.



8. Explain the advantages and disadvantages of time and materials contracts

Time and Materials (T&M) Contracts

A **Time and Materials (T&M) Contract** is an agreement where the buyer pays for the actual time spent by the contractor and the materials used, based on agreed hourly or daily rates. It is commonly used for projects with evolving requirements.

Advantages of T&M Contracts

1. Flexibility in Scope

- Allows changes in project scope without renegotiating the entire contract.
- Suitable for projects where requirements are uncertain or evolving.

2. Transparent Pricing

- The buyer pays only for actual work done, reducing the risk of overpayment.
- Costs are tracked and invoiced based on hours worked and materials used.

3. Better Quality and Customization

- Since payment is based on effort, the contractor focuses on quality rather than just meeting a fixed price.
- Customization is easier as the project progresses.

4. Faster Project Initiation

- Work can begin quickly without the need for extensive upfront planning and cost estimation.

5. Reduced Risk for Contractors

- Contractors do not bear the risk of cost overruns, unlike fixed-price contracts.

Disadvantages of T&M Contracts

1. Budget Uncertainty

- Final costs are unpredictable, making budgeting difficult for the buyer.
- Requires continuous monitoring to prevent overspending.

2. Requires Strong Management

- The buyer must actively track time and expenses to ensure efficiency.
- Without proper supervision, project costs can escalate.

3. Contractor Incentive Misalignment

- Since payment is based on time, contractors may not be motivated to work efficiently.
- Can lead to unnecessary delays or extended work hours.

4. Administrative Overhead

- Requires detailed tracking of hours, materials, and progress reports.
 - More paperwork compared to fixed-price contracts.
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Example of a T&M Contract

A company hires a software developer at **\$50 per hour** to build a web application. Since project requirements evolve, the final cost depends on the total hours worked and materials (software licenses, hosting services) used.

Conclusion

T&M contracts are ideal for **flexible, evolving projects** but require **strict cost control and active management** to prevent excessive spending.



9. Explain Maslow's hierarchy of needs.

Maslow's Hierarchy of Needs

Maslow's **Hierarchy of Needs** is a psychological theory proposed by **Abraham Maslow (1943)**, explaining human motivation based on five levels of needs. The theory states that lower-level needs must be satisfied before individuals can focus on higher-level growth and self-fulfillment.

Five Levels of Maslow's Hierarchy

1. Physiological Needs (Basic Needs)

- Essential for survival.
- **Examples:** Food, water, air, sleep, shelter.
- **Workplace Example:** Providing salaries for employees to afford basic necessities.

2. Safety Needs (Security & Stability)

- Protection from physical and financial harm.
- **Examples:** Job security, health insurance, safe working conditions.
- **Workplace Example:** A company offering job stability and workplace safety measures.

3. Social Needs (Belonging & Relationships)

- Need for love, friendships, and belonging.
- **Examples:** Friendships, teamwork, family bonds.
- **Workplace Example:** Team collaboration, positive company culture, social interactions.

4. Esteem Needs (Recognition & Achievement)

- Need for self-respect, status, and recognition.
- **Examples:** Promotions, awards, job titles, personal accomplishments.
- **Workplace Example:** Employee appreciation programs, performance bonuses.

5. Self-Actualization (Personal Growth & Fulfillment)

- The highest level, where individuals reach their full potential.
- **Examples:** Pursuing creativity, career growth, leadership, personal development.
- **Workplace Example:** Providing leadership roles, skill development opportunities.

Diagram: Maslow's Pyramid

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+-----+
| Self-Actualization |
+-----+
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Esteem Needs
Social Needs
Safety Needs
Physiological Needs

Significance of Maslow's Theory

- Helps managers **understand employee motivation** and design better work environments.
- Ensures that **basic needs are met** before expecting high performance and creativity.
- Guides HR policies for **employee satisfaction and retention**.

Example in the Workplace

A company ensures employees receive **fair salaries (physiological)**, **safe working conditions (safety)**, **team bonding activities (social)**, **recognition and promotions (esteem)**, and **career growth opportunities (self-actualization)** to keep them motivated.

By fulfilling needs at each level, organizations can improve **employee productivity, engagement, and job satisfaction**.



10. Describe different types of reports in which the review data are captured.

Types of Reports in Which Review Data Are Captured

The **review process** involves evaluating software artifacts (such as documents, code, or designs) to ensure quality and identify defects. The collected review data is recorded in various types of reports, each serving a specific purpose.

1. Review Summary Report

- Provides an **overview** of the review process.
 - Captures key details such as:
 - Review date, artifact reviewed, and participants.
 - Number of defects identified and their severity.
 - Overall review outcome (approved/rework needed).
 - **Example:** A test case review summary highlighting critical missing scenarios.
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2. Defect Log Report

- Documents all defects found during the review.
 - Includes:
 - **Defect ID** (unique identifier).
 - **Description** of the issue.
 - **Severity level** (Critical, Major, Minor).
 - **Status** (Open, In Progress, Fixed, Closed).
 - **Assigned to** (developer/tester responsible for fixing).
 - **Example:** A defect log tracking issues in a website UI review.
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3. Action Item Report

- Lists tasks or changes required after the review.
- Includes:
 - **Action item description** (e.g., "Fix broken navigation links").
 - **Person responsible** (developer, tester, designer).
 - **Due date** for completion.
 - **Status** (Pending, In Progress, Completed).
- **Example:** A review action item report for improving documentation clarity.

4. Review Metrics Report

- Provides **quantitative insights** into the review process.
 - Captures:
 - Total number of defects found.
 - Defect density (defects per page/module).
 - Time spent in review meetings.
 - Effectiveness of the review process.
 - **Example:** A code review metrics report showing defect trends over multiple releases.
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5. Review Meeting Minutes Report

- Records key **discussions and decisions** from the review meeting.
 - Includes:
 - **Meeting date and participants.**
 - **Topics discussed.**
 - **Decisions made** (e.g., "Proceed with design revision").
 - **Next steps and responsibilities.**
 - **Example:** A review meeting minutes document summarizing feedback on a project proposal.
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Conclusion

Capturing review data in these reports helps in **tracking defects, monitoring progress, and improving software quality**. Proper documentation ensures **better communication, accountability, and process improvement** in software development.



11. Discuss fixed price per unit delivered contracts.

Fixed Price Per Unit Delivered Contracts

A **Fixed Price Per Unit Delivered Contract** is a type of fixed-price agreement where payment is based on the number of units successfully delivered. The buyer pays a predetermined amount for each unit, regardless of the time or resources required to produce them.

Characteristics of Fixed Price Per Unit Delivered Contracts

1. Payment Based on Output

- The seller is paid for each completed unit instead of total project cost.

2. Fixed Price Per Unit

- A fixed rate is agreed upon for every unit delivered.

3. Lower Risk for Buyer

- The buyer pays only for actual deliverables, reducing cost uncertainty.

4. Quality Standards Apply

- Units must meet agreed quality and specifications to be accepted.
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Significance of Fixed Price Per Unit Delivered Contracts

1. Cost Predictability

- Helps buyers plan budgets based on expected unit delivery.

2. Performance-Based Payment

- Encourages efficiency, as payment depends on output.

3. Lower Upfront Commitment

- Unlike lump-sum contracts, the buyer pays as deliveries happen.

4. Reduced Disputes

- Clearly defined pricing per unit minimizes cost disagreements.
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Example of a Fixed Price Per Unit Delivered Contract

A company hires a manufacturer to produce **1,000 smartphone cases at \$5 per unit**. The total payment depends on the number of **quality-approved** cases delivered. If the manufacturer delivers **900 cases**, the buyer pays **\$4,500** ($900 \times \5).

Conclusion

Fixed price per unit contracts are **ideal for manufacturing, outsourcing, and service-based industries** where pricing per unit ensures **cost control and output-based efficiency**.



12. Discuss the Taylorist model of motivation.

Taylorist Model of Motivation (Scientific Management Theory)

The **Taylorist Model of Motivation**, also known as **Scientific Management Theory**, was developed by **Frederick Winslow Taylor** in the early 20th century. It focuses on improving productivity and efficiency by standardizing tasks and using financial incentives to motivate workers.

Key Principles of Taylor's Motivation Theory

1. Scientific Study of Work

- Tasks should be broken down into **simplified, standardized** steps.
- Efficiency is maximized through **time and motion studies**.

2. Selection and Training of Workers

- Employees should be carefully **selected and trained** to perform tasks efficiently.

3. Financial Incentives (Piece-Rate System)

- Workers are motivated primarily by **money**.
- Higher productivity = **Higher pay** (workers are paid based on output).

4. Strict Supervision and Control

- Management should have a strong role in **planning and monitoring** work.
- Employees should follow **specific rules and guidelines** for efficiency.

5. Division of Labor

- Work should be divided into **small, repetitive tasks** to increase efficiency.

Advantages of the Taylorist Model

- ✓ **Higher Productivity** – Standardized tasks improve efficiency.
- ✓ **Clear Work Structure** – Defined roles reduce confusion.
- ✓ **Fair Pay for Performance** – Encourages workers to be more productive.
- ✓ **Improved Task Specialization** – Workers become experts in specific tasks.

Disadvantages of the Taylorist Model

- ✗ **Lack of Employee Creativity** – Repetitive tasks limit innovation.
- ✗ **Low Job Satisfaction** – Workers may feel like machines.
- ✗ **Workplace Stress** – High pressure to increase output.
- ✗ **Not Suitable for Modern Workplaces** – Modern jobs require flexibility and problem-solving skills.

Example of the Taylorist Model in Practice

A **fast-food restaurant** applies Taylor's principles by:

- Assigning **specific tasks** (e.g., one employee grills burgers, another assembles sandwiches).
 - Using a **piece-rate system** (e.g., bonuses for completing more orders).
 - Following **standardized procedures** (e.g., fixed cooking times for each item).
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Conclusion

Taylor's model is **effective in repetitive, labor-intensive industries** but **less applicable in modern workplaces** where creativity, teamwork, and flexibility are essential. Modern motivation theories (e.g., Herzberg's Two-Factor Theory) focus on both financial and psychological needs.



13. Discuss any three important problems that can occur if a proper configuration management system is not used.

Problems Due to Lack of a Proper Configuration Management System

A **Configuration Management System (CMS)** is essential for tracking and controlling changes in software, hardware, and documentation. Without a proper CMS, several issues can arise, affecting project quality, efficiency, and security.

Here are three major problems caused by the absence of a proper configuration management system:

1. Version Control Issues

- **Problem:** Without a CMS, multiple team members may work on different versions of the same file, leading to inconsistencies.
- **Impact:**
 - Difficulty in tracking changes and identifying the latest version.
 - Conflicts between different team members' work.
 - Loss of important updates or overwriting of correct versions.
- **Example:** A developer modifies a software module while another teammate unknowingly works on an outdated version, causing integration failures.

2. Difficulty in Rollback and Recovery

- **Problem:** Without proper tracking, reverting to a stable version after a failure becomes difficult.
- **Impact:**
 - Increased downtime and delays in bug fixes.
 - Risk of losing critical configurations.
 - Difficulty in identifying when and why a particular change was made.
- **Example:** A faulty software update crashes an application, but without a CMS, developers struggle to restore the last stable version.

3. Security and Compliance Risks

- **Problem:** Uncontrolled changes can lead to security vulnerabilities and non-compliance with industry standards.
- **Impact:**
 - Unauthorized modifications might introduce security loopholes.
 - Failure to meet regulatory requirements can lead to legal and financial penalties.

- Harder to audit and track who made specific changes.
 - **Example:** A financial application lacks change control, allowing an unauthorized employee to alter critical transaction processing rules.
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Conclusion

Without a **Configuration Management System**, software projects face **chaos, inefficiency, and security risks**. A CMS ensures **version control, easy rollback, and compliance**, improving project stability and reliability.



14. Describe advantages and disadvantages of fixed price per unit delivered contracts.

Fixed Price Per Unit Delivered Contracts

A **Fixed Price Per Unit Delivered Contract** is an agreement where the buyer pays a **fixed amount per unit of output**, regardless of the time or effort required for production. This model is commonly used in manufacturing, outsourcing, and service-based industries.

Advantages of Fixed Price Per Unit Delivered Contracts

✓ 1. Cost Predictability

- Buyers can **easily estimate** total costs based on the expected number of units.
- Helps in **budget planning and financial forecasting**.

✓ 2. Lower Financial Risk for Buyers

- Payment is made **only for successfully delivered units**, reducing upfront investment risks.
- Buyers are **protected from cost overruns** that may occur in other contract types.

✓ 3. Encourages Efficiency in Production

- Sellers are motivated to **increase efficiency** and reduce waste to maximize profits.
- Leads to **faster deliveries** and optimized resource usage.

✓ 4. Reduces Disputes Over Pricing

- Since the price per unit is **fixed in advance**, there are fewer disputes related to cost changes.

✓ 5. Suitable for Scalable Production

- This contract type is **ideal for large-scale production** where demand fluctuates, as payments adjust based on actual delivery.

Disadvantages of Fixed Price Per Unit Delivered Contracts

✗ 1. Quality May Be Compromised

- Sellers might **prioritize quantity over quality** to maximize profits.
- Risk of defective or substandard units being delivered.

✗ 2. Higher Cost per Unit for Buyers

- If production volume is low, **the per-unit price may be higher** than in bulk fixed-price contracts.
- Not cost-effective for **small-scale projects**.

✗ 3. Unstable Earnings for Contractors

- If demand fluctuates, sellers might **face financial instability** due to inconsistent orders.
- They bear **the risk of underutilization of resources**.

✗ 4. Limited Flexibility in Project Scope

- If production or delivery needs change, **renegotiating the contract can be difficult**.

✗ 5. Delays May Impact Delivery

- Any production **delays or disruptions** can result in loss of revenue for both the buyer and seller.

Example of Fixed Price Per Unit Delivered Contract

A company orders **10,000 plastic bottles at \$0.50 per bottle** from a supplier. The total cost depends on the number of **approved** bottles delivered. If only **9,500 bottles pass quality checks**, the company pays **\$4,750** ($9,500 \times \0.50).

Conclusion

Fixed price per unit delivered contracts offer **cost control and efficiency**, but they require **quality monitoring and stable demand** to be effective. They are **best suited for large-scale, standardized production** where the buyer wants **predictable pricing** without bearing the risk of inefficiencies.



15. Explain the selection process of right person for job.

Selection Process of the Right Person for a Job

The **selection process** involves identifying and hiring the most suitable candidate for a job based on their skills, experience, and organizational fit. A structured selection process ensures that the best talent is chosen while minimizing hiring risks.

Steps in the Selection Process

1. Job Analysis & Requirement Identification

- The employer defines the **skills, qualifications, and experience** required for the job.
- Helps in creating a **clear job description**.

2. Inviting Applications

- Job vacancies are advertised through **job portals, company websites, referrals, and recruitment agencies**.
- Candidates submit **resumes and cover letters**.

3. Screening of Applications

- HR reviews resumes to shortlist candidates based on **educational qualifications, experience, and skills**.
- Applicants who **do not meet basic criteria** are filtered out.

4. Preliminary Interview

- A short **initial interview** (often via phone or video call).
- Assesses **basic communication skills, attitude, and suitability**.
- Helps in narrowing down candidates before detailed evaluation.

5. Tests and Assessments *(if applicable)*

- Some jobs require **aptitude, technical, or psychometric tests** to evaluate skills.
- Common tests include:
 - **Cognitive ability tests** (problem-solving, reasoning).
 - **Technical skill tests** (coding, writing samples).
 - **Personality assessments** (behavioral fit for company culture).

6. Face-to-Face/Virtual Interview

- A detailed interview to assess **job-specific knowledge, experience, and decision-making skills**.
- **Types of interviews:**
 - **Structured Interview** – Standard set of questions for all candidates.
 - **Behavioral Interview** – Questions based on past experiences (e.g., "Tell me about a time you handled a difficult client.>").
 - **Panel Interview** – Multiple interviewers evaluate a candidate.

7. Background Verification

- Employers verify **past employment records, education credentials, and references**.
- Some jobs also require **criminal record checks**.

8. Final Selection and Job Offer

- The best candidate is selected and given a **formal job offer** with salary details, benefits, and joining date.

9. Onboarding and Orientation

- The new hire goes through an **onboarding process**, including training and integration into the company.

Importance of a Structured Selection Process

- ✓ Ensures hiring of skilled employees
- ✓ Reduces hiring mistakes and employee turnover
- ✓ Improves company performance and productivity
- ✓ Creates fairness and transparency in hiring

A **well-planned selection process** ensures that organizations hire **qualified, competent, and culturally fit** employees, leading to long-term success.