



**Tezpur University**  
**School of Management**

## **Staffing (Management Functions)**

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### **BM321** **Fundamentals of Management**

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## Basic Definition

To fill up the roles given to the employers, workforce, the staffing function of management involves occupying the organization structure by properly and effectively selecting, appraising and developing the personnel.

The process of hiring and development of the required personnel to occupy the various positions in the organization is called staffing, it involves estimating the types, and numbers of personnel required their recruiting and development, and improving and maintaining their performance and competence.

In other words the process of identifying, placing, developing and evaluating individuals at work is staffing.

Harold Koontz says, "Staffing means filling and keeping filled, positions in the organisation structure."

Staffing is actually a continuous process because the organization's need to retain and update its personnel is a never ending exercise, the managers have to maintain observation of the numbers and constituents of the personnel required by the organization, because manpower requirements change and expand continuously with the expansion of activities, additions of new departments and work units.

There is always a dynamic process going on at any point of time, some people will be leaving, retiring, getting promotion or transferred.

Thus vacancies must be occupied and it may be noted that the function of staffing is an essential component of human resource management.

## Importance and nature:

- Staffing allows the manager to find out how many workers are needed and with what qualifications and experience, and it helps to get the right people working on the right job at the right time.
- Staffing helps in improving the organization's productivity. By proper selection the organization gets quality workers and by proper training the performance level of the workers can be increased.
- It provides job satisfaction to the employees and keeps their morale high.
- Staffing keeps the organization harmonious, because by proper staffing, individuals will not just be recruited and selected, but also their performance will be regularly appraised and promotions will be made on merit. For all these, definite rules are made and are

communicated in due manner to all concerned. This maintains peace and goodwill of the organization.

## **Principles of Staffing :**

### **1. The principle of job definition:**

The position of managers are based on predetermination of the expected results.

### **2. Principle of managerial appraisal:**

This principle has to do with appraising managerial performance related to predetermined results.

### **3. Principle of management framing:**

This principle emphasizes the need for providing information and training to managers to grow and move for higher positions through their dedicated work.

### **4. Principle of open competition:**

Managers must face the competition and overcome such competition.

### **5. Principle of continuing Development:**

Managerial development and training are a continuous process for managers.

### **6. Staffing is a permanent exercise:**

Staffing is a continuing activity and the demand for work force is constantly changing and it is an ongoing process.

### **7. Staffing is a complicated process:**

The ambitions and frustrations are to be considered because staffing involves managerial personnel.

### **8. Staffing involves future managers:**

Future managers are to be located and trained. They must be given sufficient and proper training and motivation.

## PROCESS OF STAFFING:

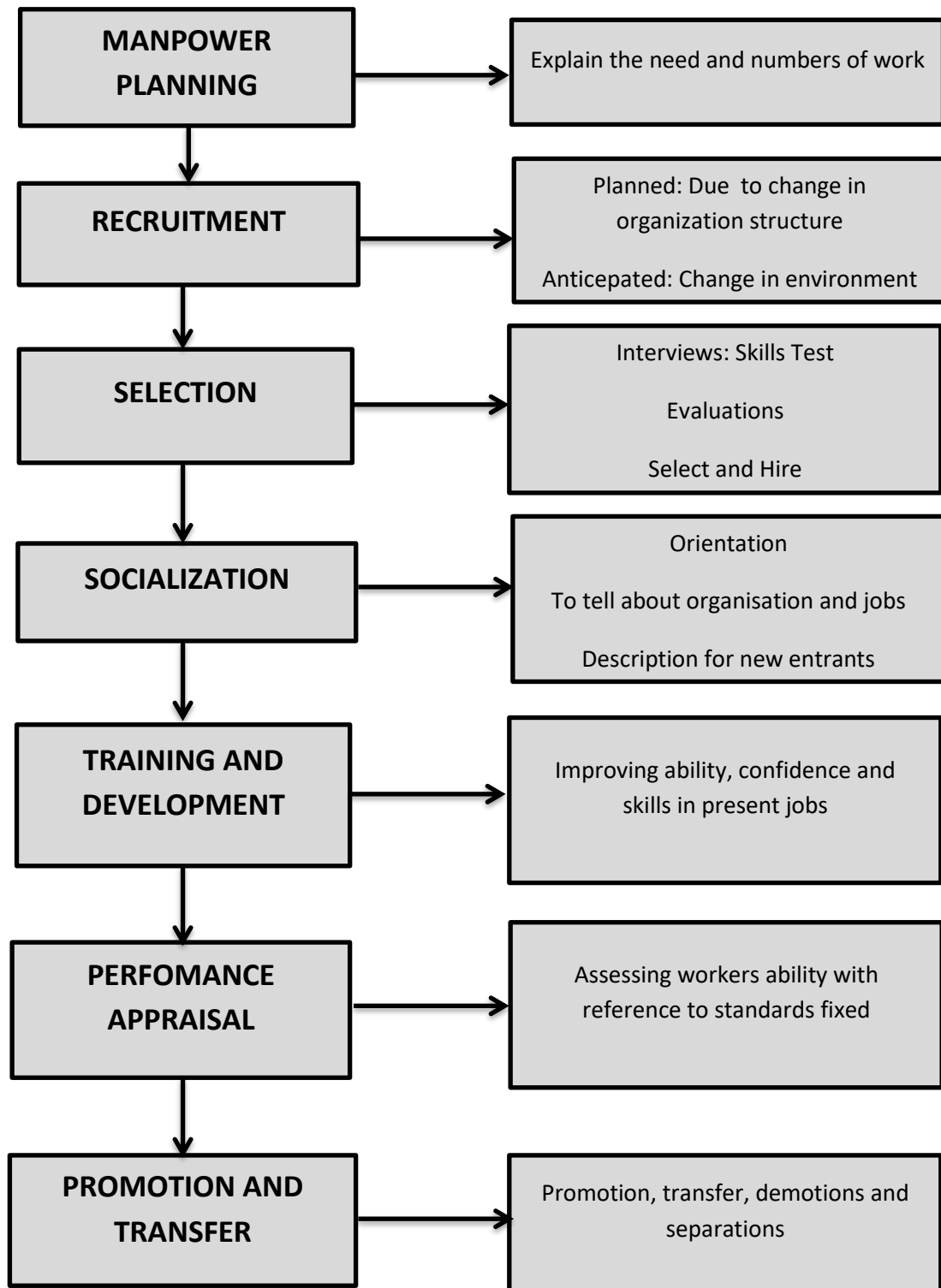


Fig. PROCESS OF STAFFING

(A) **Manpower Planning:** It involves determining the future requirements of different types of personnel. The management generally keeps in mind the available infrastructure including the demand forecasts, market fluctuation, production schedule, government policy and technology while estimating the manpower requirement. It decides the kinds of staff as well as the amount of staff needed for the organization. The focus of manpower planning is to obtain the right amount of qualified persons at the right time.

(B) **Recruitment:**

Searching of the best candidates for the particular post or job in the organization according to its requirements.

(C) **Selection:**

The series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts.

Steps:

- (a) Screening the applications
- (b) Holding tests
- (c) Selection interview
- (d) Checking references
- (e) Medical checkup of candidates
- (f) Issuing the letter of appointment

(D) **Socialization :**

The process of introducing new employees to the organization. The new employees should know under whom and with whom he/she is to work and get acquainted and adjusted to the work environment and get a general idea about the rules and regulations, working conditions etc.



**(E) Training and placement:**

Helping the employees to improve their knowledge and skill so as to be able to perform their tasks more efficiently is known as training. It is an organized activity for increasing the skills and knowledge of people for a specific purpose. For improving their performance at work, training is necessary for new employees as well as the existing employees. For new employees, training is necessary to help them get acquainted with the method of operation and skill requirement of the job.

**(F) Performance appraisal:**

Judging the relative abilities of employees at work in a systematic manner. This enables managers to identify employees who are performing the assigned work satisfactorily, and those who are not able to do so, and why. Usually, the supervisors are responsible for carrying out performance appraisal of their subordinates, and report it to their own superiors. He may also have to identify the causes of the performance especially if it does not meet the expected performance.

**(J) Promotion and transfer:**

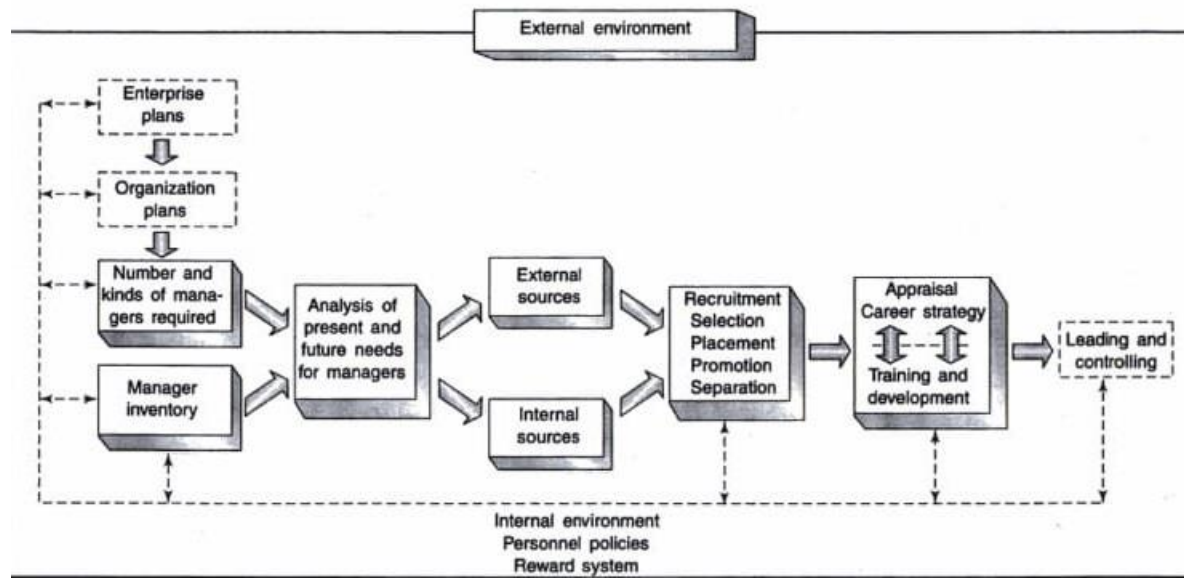
When an employee is assigned a job involving greater responsibilities, more pay, prestige and higher status than his/her present job, it is known as promotion. The main purpose of promotion is to utilize more fully the abilities of a person and also increase his job satisfaction. The basis of promotion may be seniority in service or merit, that is, superior abilities of the employees, or it may be seniority and merit, that is, if the merits are the same, the senior most employee is considered for promotion. Transfer is a type of job change where any employee is assigned another job of the same rank and pay, or when an employee is assigned a similar job in another unit of the firm. Thus, transfer does not usually involve any increase in pay or a superior status.

**System approach to Staffing:**

The figure shown below shows how the managerial staffing function is related to the overall management system.

### Systems Approach to Staffing

The figure is an overview of the staffing function. The variables not discussed in Part 4, but which also affect staffing, are enclosed with broken lines. Enterprise plans are discussed in Part 2, organization plans in Part 3, and leading and controlling in Parts 5 and 6.



Specifically, organization plans are based on the enterprise plans, which are necessary for achieving enterprise objectives. The present and projected organization structures determine the number and kinds of managers required. The management inventory is used to compare these demands with the available talent. Based on this analysis, internal and external sources are used in the process of recruiting, selection, placement, promoting, and separation. Appraisal, career strategy, and training and development of managers are the other fundamental aspects of staffing.

Staffing has effects on leading and controlling.

For example, well-trained managers can create an environment where people working together in groups can achieve the enterprise's objectives and simultaneously accomplish their own personal goals. In other words, proper staffing facilitates leading. Similarly, controlling is affected by selection of quality managers, for example, by preventing many undesirable deviations from becoming major issues.

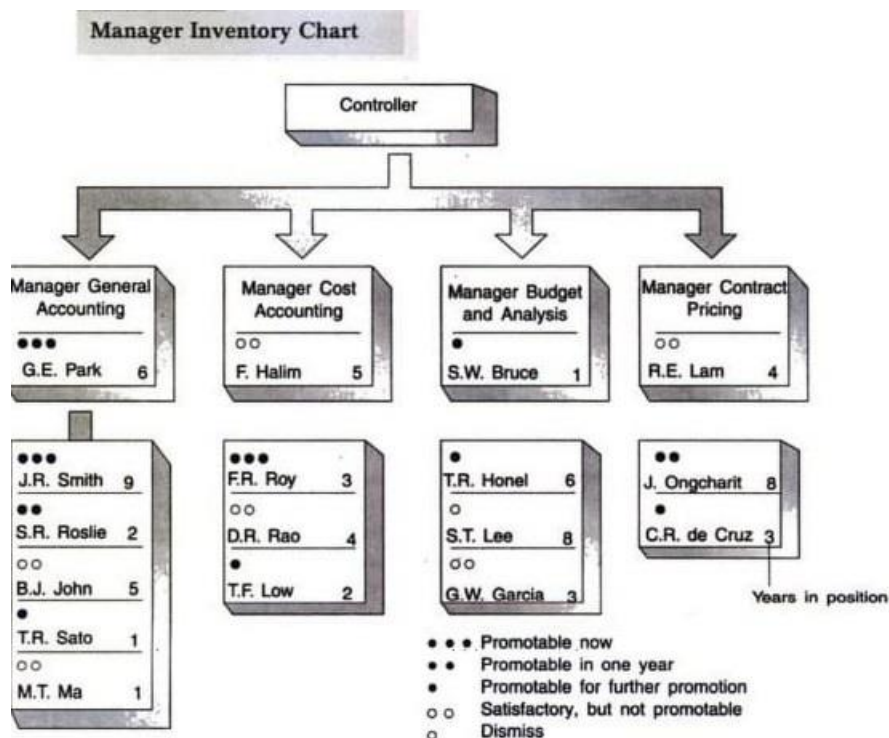
Staffing requires an open-system approach since it is carried out inside the enterprise which is connected to its external environment and therefore affected by it. Therefore, internal factors of the firm—such as personnel policy, the organization's climate, and the system of reward—must be considered. Without rewarding sufficiently, it is not possible to attract and keep well-educated, well-trained and highly skilled managers. The external environment can never be ignored. High technology demands quality managers. If the demand for such managers are not met, it may well prevent an enterprise from growing at a desired rate.

**Factors Affecting the Number and Kinds of Managers Required:** The number of managers needed in an enterprise depends not only on its size but also on how complex the organization structure is, the plans for future expansion, and the turnover rate of managerial personnel. The ratio of the number of managers to the number of employees does not follow any law. This changes depending on the organization.

Even though the need for determining the number of managers required has been stressed here and it is obvious that numbers are only part of the picture. Specifically, the qualifications for managerial positions must be identified so that the best-suited individuals can be chosen.

### **Determination of Available Managerial Resources:**

**The Managerial Inventory:** It is common for any businesses well as for most non-business enterprises, to maintain an inventory of the raw materials and goods they possess currently to enable it to carry on its operation. It is far less common for enterprises to have an inventory of their available human resources, especially managers, even though the required number of capable managers is an essential requirement for success. Keeping abreast of the management potential in a firm can be done using an inventory chart, which is a chart of one of the organization's units with managerial positions shown and keyed according to how promotable each incumbent is. The figure shown below is an example of a manager inventory chart.



**Analysis of the Need for Managers: Internal and External Information Sources:**

The need for managers is determined by organization and enterprise plans and, more specifically, by an analysis of the number of managers required and the number available as identified through the management inventory. But there are other internal and external factors that influence the supply and demand for managers. The external forces include economic, social, political, legal and technological factors. For example, we might sight the economic growth may result in increased demand for a product which in turn requires an expansion of the workforce, thus increasing the demand for managers. Also, competing companies might expand and then recruit from a common labor pool, reducing manager supply. One must also consider labor market trends, demographics, and the community's composition with respect to skills and knowledge of the labor pool and the attitude toward the company. Information about long-term trends in the labor market may be obtained from many sources.

**Personnel Actions Based on Manager Supply and Demand within the Enterprise**

		Supply of managers	
		High	Low
Demand for managers	High	Selection Placement Promotion	Internal: Training and development Compensation External: Recruitment
	Low	Change in company plans Outplacement Layoffs Demotions Early retirement	Training and development if change in demand is expected in the future

The requirement and availability of personnel creates four possible supply and demand situations, and each requires a different emphasis in personnel actions. This is illustrated in the matrix shown in above figure.

The demand for and supply of labor must not be viewed from a national, or even local, perspective only. On a global scale we find the imbalance of demand and supply increasing development, resulting in labor shortages. The educational level of the global workforce is also changing, with the proportion of college graduates rising in developing countries.

**Other Important Aspects in the Systems Approach to Staffing:** After the requirement for managerial personnel has been determined, a number of candidates may have to be recruited. This requires attracting qualified candidates to fill organizational roles. The aim is to place people in positions that allow them to use their personal strengths and, possibly overcome their weaknesses by gaining experience or training in those skills which they need to improve.

Finally, placing a manager in a new position within the enterprise often means promoting the manager, which normally involves more responsibility.

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