

MADE BY
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CBSE CLASS 12
BUSINESS STUDIES
PREMIUM NOTES

CHAPTER 6
Staffing

NCERT BASED | EXAM FOCUSED | EASY LANGUAGE

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Chapter Snapshot

#	Question	Answer
1	What is this chapter about?	How organisations find, hire, and develop the right people for the right jobs — through recruitment, selection, and training.
2	Why is it important?	Staffing is the function that makes all other functions work — even the best plan fails without the right people. Very high exam weightage.
3	Real-life use	Every time a company posts a job, conducts interviews, or sends employees for training — Chapter 6 is happening in real life.
4	Why do students struggle?	The sources of recruitment have many sub-types (9 external sources). Students also mix up Training vs Development.
5	How to study it	Study as 3 blocks: (1) Meaning + Importance + Process. (2) Recruitment (Internal + External). (3) Selection (8 steps) + Training (On-job + Off-job).
6	Exam weight	Very high — sources of recruitment, selection process, training methods are all common 4-5 mark questions. Training vs Development is a regular difference question.
7	Most important areas	Staffing process (steps), Sources of Recruitment (merits/demerits of internal vs external), Selection process (8 steps), Training & Development (difference + methods).
8	Difficulty level	Medium — mostly factual. Volume is high but each concept is logical.
9	Revision time	First read — 2 hours. Second revision — 50 min. Final revision — 20 min.
10	One-line summary	Staffing is filling the right job with the right person at the right time — and then developing that person to grow with the organisation.

Section 1 Big Picture of the Chapter

Imagine Smit Sir is expanding his coaching class into a full institute.

He has just organised the institute (Chapter 5): created the Academic Department, the Admin Department, and the IT Department. He has the structure ready. Now what?

The building is empty. No teachers. No admin staff. No IT person.

He needs to fill each position with the RIGHT person. That's staffing.

Here is what he does:

- **Estimates manpower needs:** I need 5 teachers, 2 admin staff, 1 IT person.
- **Recruits:** Posts job on Naukri.com, asks alumni to refer candidates, visits nearby college for campus recruitment.
- **Selects:** Screening CVs → written test → demo class → interview → background check → job offer.
- **Trains:** New teacher attends a 3-day orientation. Observes senior teacher. Then teaches under supervision.
- **Develops:** Sends experienced teacher to a 3-month 'Advanced Pedagogy' programme for future leadership.

Recruitment → Selection → Training → Development = the heart of staffing.

Staffing fills the structure that organising created. Without staffing, every organisation is just an org chart — no people, no work, no results.

TEACHER TIP — SMIT SIR

Opening hook: Ask students: 'If you were given a hospital building tomorrow with all equipment but ZERO doctors, nurses, and staff — would it work?' Obviously not. Then: 'What do you need?' Their answers = the staffing function. Connect concept to common sense in 60 seconds.

Section 2 Learning Objectives

After studying this chapter, you will be able to:

1. Define staffing and explain why it is considered a part of Human Resource Management.
2. State and explain the importance of staffing.
3. Explain the staffing process — all steps in sequence.
4. Define recruitment and explain its two sources: Internal and External.
5. List and explain the main internal and external sources of recruitment.
6. Compare merits and demerits of internal and external sources.
7. Define selection and explain the 8-step selection process.
8. Distinguish between recruitment and selection.
9. Define training and development — and distinguish between them.
10. Explain the importance of training to the organisation and to employees.
11. Explain all on-the-job and off-the-job training methods with examples.
12. Identify relevant staffing concepts from case-study questions.

Section 3 Chapter Map

Topic No.	Topic Name	What You'll Learn
1	Meaning of Staffing	Definition + Staffing as HRM
2	Importance of Staffing	6 reasons why staffing is critical
3	Staffing Process	Sequential steps from manpower planning to promotion
4	Recruitment	Meaning + Internal Sources (2) + External Sources (9)
5	Selection	Meaning + 8-step Selection Process
6	Training and Development	Meaning + Difference + Importance + On-job methods (3) + Off-job methods (4)

MEMORY TRICK

Big picture: Staffing = finding people (Recruitment) + choosing the best (Selection) + making them better (Training & Development).

Connection to other chapters: Planning (Ch 4) decides what to do. Organising (Ch 5) creates the structure. Staffing (Ch 6) fills the structure with people. Directing (Ch 7) leads those people. Controlling (Ch 8) checks their performance.

Section 4 Key Terms Before Starting

Term	Simple Meaning	One-line Example
Staffing	The function of filling and keeping positions in the organisation structure filled with the right people.	Hiring, training, and developing all employees across every department.
Human Resource Management (HRM)	A broader concept — managing the entire human resource function of an organisation.	HRM covers staffing + performance appraisal + compensation + industrial relations.
Manpower Planning	Estimating the number and type of employees needed by the organisation.	A school planning it needs 12 science teachers and 8 commerce teachers next year.
Recruitment	The process of identifying and attracting potential candidates for a job.	Posting a job on LinkedIn, Naukri.com, or visiting a college for campus placement.
Selection	The process of choosing the most suitable candidate from those recruited.	Conducting tests, interviews, and background checks to pick the best teacher.
Placement	Assigning the selected candidate to the most suitable job.	Placing a person with a BCom degree in the Accounts Department.
Orientation/ Induction	Introducing a new employee to the organisation, its culture, and their role.	Day 1 tour of the office, meeting the team, understanding company rules.
Training	Short-term, job-specific skill development for current role.	Teaching a new bank clerk how to operate the core banking software.
Development	Long-term, career-oriented growth of an employee for future roles.	Sending a branch manager for an MBA programme to prepare for a regional role.
On-the-job Training	Training that happens at the actual workplace while doing the job.	A medical intern treating real patients under a senior doctor's supervision.
Off-the-job Training	Training conducted away from the actual work site.	Employees attending a 2-week leadership workshop at a training centre.
Promotion	Shifting an employee to a higher position with more authority and better pay.	A teacher becoming Head of Department.
Transfer	Moving an employee to a different job at the same level.	A teacher from the Science Department moved to Arts Department.

Section 5 Detailed Topic-wise Notes

Topic 1 Meaning of Staffing

A. Simple Meaning

Staffing means filling and keeping filled the positions in the organisation structure. It involves finding the right people, selecting the most suitable, placing them correctly, and continuously developing them so the organisation always has capable people for every role.

B. CBSE / NCERT Definition

DEFINITION

Staffing is the process of manning the organisation structure through proper and effective selection, appraisal, and development of people to fill the roles designed into the structure.

Key phrases: 'manning the organisation structure', 'proper and effective selection', 'appraisal and development', 'fill the roles'.

C. Staffing as a Part of Human Resource Management (HRM)

Staffing is part of a broader function called **Human Resource Management (HRM)**. HRM covers:

HRM Activity	Includes
Staffing	Manpower planning, Recruitment, Selection, Placement, Induction
Training and Development	On-job and off-job training, career development programmes
Performance Appraisal	Evaluating employee performance against set standards
Compensation Management	Deciding salaries, bonuses, and benefits
Industrial Relations	Managing relationships between management and workers/unions
Employee Welfare	Health, safety, canteen, housing, recreation facilities

In **large organisations**, staffing is handled by a **separate HR department**. In **small organisations**, the owner or a general manager handles staffing themselves.

KEYWORDS FOR EXAM

Must-use: manning the organisation, right person right job, selection, appraisal, development, human resource management.

Topic 2 Importance of Staffing

Six powerful reasons why staffing is a critical management function. Common **4-5 mark question**.

1. Helps in finding competent personnel

Explanation: Staffing is a continuous function — it ensures the organisation always has qualified, competent people for every role. Without proper staffing, even great plans remain on paper.

EXAMPLE

A hospital without a proper staffing function may hire unqualified nurses or underqualified surgeons — endangering patients. Systematic staffing ensures only qualified medical professionals are hired.

2. Improves performance

Explanation: Well-selected and well-trained employees perform better. When the right person is in the right job, both efficiency and effectiveness increase.

EXAMPLE

Infosys's rigorous selection process and 6-month Mysore training means every Infosys employee is job-ready on Day 1 — this directly drives the high-quality delivery that makes Infosys trusted by global clients.

3. Ensures survival and growth of the enterprise

Explanation: Organisations that staff well build a talent pipeline — ready managers for future leadership roles. This ensures the organisation survives leadership transitions and grows without talent gaps.

EXAMPLE

TATA Group's consistent leadership development (Tata Administrative Service) has produced generations of leaders — Ratan Tata's replacement N. Chandrasekaran was groomed for the role over years through TAS.

4. Optimum utilisation of human resources

Explanation: Proper staffing ensures no overstaffing (too many employees, high cost) and no understaffing (too few, overworked, poor output). Right number + right skills = optimum utilisation.

EXAMPLE

A coaching class with 3 teachers for 30 students is understaffed. With 10 teachers for 30 students it is overstaffed. Proper staffing analysis determines the optimal: 4 teachers for 30 students.

5. Helps in human development

Explanation: Staffing (through training and development) continuously upgrades employee skills, making them more valuable to the organisation AND more confident in their careers.

EXAMPLE

TCS's Learning & Development portal has trained over 4 lakh employees in new technologies (AI, cloud computing) — making them more productive and retaining them longer.

6. Improves job satisfaction and morale

Explanation: When employees are properly selected, placed in suitable jobs, and given growth opportunities, they feel satisfied and motivated. This reduces attrition and improves productivity.

EXAMPLE

Google India's structured career development programme, transparent promotion criteria, and skill training leads to consistently high employee satisfaction scores — and low attrition compared to competitors.

MEMORY TRICK

Memory trick — "F-P-S-O-H-I":

F — Finds competent personnel

P — Improves Performance

S — Survival and growth

O — Optimum utilisation

H — Human development

I — Job satisfaction and morale (Improves morale)

Recall: "Finding People Starts On Hard Interviews."

Topic 3 Staffing Process — Steps in Sequence

The staffing process is a **sequence of activities** that ensures the organisation is always properly staffed. Know each step and connect them in order.



Step 1: Estimating Manpower Requirements

Explanation: Based on the organisation's plans, decide how many people are needed, with what skills, in which departments, and at what level (entry, middle, senior). This is the starting point.

EXAMPLE

Smit Sir plans to open 2 new branches → needs 6 new teachers, 2 admin staff, 1 branch manager per new branch → total 14 new hires needed.

Step 2: Recruitment

Explanation: Actively search for potential candidates — both inside and outside the organisation. The goal is to build a large enough pool of applicants from which the best can be selected.

EXAMPLE

Post on Naukri.com, LinkedIn, ask existing staff for referrals, visit BEd college for campus recruitment.

Step 3: Selection

Explanation: From the pool of recruits, choose the most suitable person using tests, interviews, and background verification. This is the narrowing process — from many to one.

EXAMPLE

From 50 applicants for 1 teacher post: screening CVs (50 → 20) → written test (20 → 10) → demo class (10 → 5) → interview (5 → 1).

Step 4: Placement and Orientation

Explanation: Assign the selected person to the specific job they are best suited for. Then introduce them to the organisation — its culture, rules, colleagues, and workspace.

EXAMPLE

The selected Chemistry teacher is placed in the Class 11-12 Science batch (placement). She then spends Day 1 understanding the institute's vision, meeting staff, and reviewing the syllabus (orientation).

Step 5: Training and Development

Explanation: Provide job-specific training to help the new employee perform their current role effectively (training). Also invest in long-term development for future leadership roles (development).

EXAMPLE

Training: The new teacher observes senior teachers for 1 week, then teaches with feedback for 2 weeks. Development: After 2 years, she is enrolled in an Advanced Education Management programme.

Step 6: Performance Appraisal

Explanation: Systematically evaluate each employee's work against predetermined standards. Used for promotion, bonus, transfer, and training decisions.

EXAMPLE

Smit Sir reviews each teacher after every exam — checking student scores, class feedback, punctuality, and teaching innovation. Teachers above target get bonus; those below get additional training.

Step 7: Promotion and Career Planning

Explanation: High performers are promoted to higher roles. Career planning helps employees see a future in the organisation — increasing loyalty and motivation.

EXAMPLE

The best teacher after 3 years is promoted to HOD. After 5 years, to Academic Director. Clear career path = motivated, long-staying staff.

Step 8: Compensation

Explanation: Deciding and managing employee pay — salary, incentives, bonuses, and non-monetary benefits. Fair compensation attracts and retains talent.

EXAMPLE

Teachers at Smit Sir's institute get salary + exam bonus + referral bonus + annual appraisal increment. This compensation structure keeps the best teachers motivated and loyal.

MEMORY TRICK

Memory trick for 8 steps — "E-R-S-P-T-P-P-C":

E — Estimating manpower

R — Recruitment

S — Selection

P — Placement and orientation

T — Training and development

P — Performance appraisal

P — Promotion and career planning

C — Compensation

Recall: "Every Really Smart Person Trains People Properly and Consistently."

Topic 4 Recruitment

DEFINITION

Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.

Simple: Recruitment = finding and attracting people who MIGHT be suitable for the job. It's a positive, attracting process. It creates a POOL of applicants from which selection will later pick the best.

There are **two main sources** of recruitment: **Internal** (from within the organisation) and **External** (from outside the organisation).

A. INTERNAL SOURCES OF RECRUITMENT

Internal recruitment means filling a vacancy from within the existing employees of the organisation — through promotion or transfer.

1. Transfers

DEFINITION

Transfer means shifting an existing employee from one job to another — at the same level — usually in a different department, branch, or location.

Simple: Same pay, same level, different department or location.

EXAMPLE

Example: Smit Sir transfers a teacher from the Mehsana branch to the Ahmedabad branch to cover a vacancy. Same designation, same pay — just a different location.

Why use Transfer?

- To fill a vacancy without hiring someone new.
- To develop the employee's versatility (experience in different roles).
- To solve a surplus or shortage in different departments.

2. Promotions

DEFINITION

Promotion means shifting an existing employee to a HIGHER position with greater responsibility, authority, and usually higher pay.

Simple: Move UP — better designation, more authority, higher pay.

EXAMPLE

Example: A senior teacher at Smit Sir's institute is promoted to Head of Department (HOD). Higher designation, more responsibility (managing 5 teachers), higher pay.

Why use Promotion?

- Rewards and motivates good performers.
- Fills higher positions with experienced, organisation-familiar people.
- Reduces the need to hire externally for leadership roles.

Merits and Demerits of Internal Sources

Merits of Internal Sources	Demerits of Internal Sources
Employees are already familiar with the organisation's culture and processes.	Limited pool of candidates — may miss better talent available outside.
Motivates existing employees — they see a clear growth path.	Creates a vacancy at the position from where the person was promoted/transferred.
Reduces cost — no expensive advertising or placement fees.	May lead to stagnation — same ideas, no fresh thinking from outside.
Lower training time — employee already knows the organisation.	Unhealthy competition among employees waiting for promotion.
Safe choice — performance record is already known.	Does not bring in new skills, technologies, or perspectives.
Faster process — no need for extensive selection procedures.	If promoted wrong person — it harms morale of others passed over.

B. EXTERNAL SOURCES OF RECRUITMENT

External recruitment means filling vacancies by bringing in candidates from outside the organisation. There are 9 major external sources.

1. Direct Recruitment (Factory Gate Recruitment)

Explanation: A notice is placed at the factory gate or office premises inviting unskilled or semi-skilled workers to apply. Workers who present themselves are hired on the spot if suitable.

EXAMPLE

A textile factory with sudden increase in orders puts up a notice at the gate: 'Workers needed today — ₹600 per day.' Interested people walk in and are hired immediately.

Keywords: factory gate, spot hiring, unskilled/semi-skilled, walk-in

2. Casual Callers / Unsolicited Applications

Explanation: Many people send CVs or walk in to organisations even when no vacancy is advertised. Forward-thinking companies maintain a database of these applications and refer them when a vacancy arises.

EXAMPLE

A graduate sends her CV to Reliance Industries even without seeing a job posting — just hoping. Six months later, a vacancy opens — her CV is already in the database.

Keywords: unsolicited, database, walk-in applicants, CV on file

3. Advertisement

Explanation: The most common external source. Jobs are advertised in newspapers, magazines, websites (Naukri, LinkedIn, Indeed), and company websites. Reaches a very large pool of potential candidates.

EXAMPLE

Infosys advertises for 500 software engineers on LinkedIn and Naukri.com — receives 50,000 applications in 2 weeks. Advertisement reaches candidates nationwide.

Keywords: newspaper, magazine, online, Naukri.com, LinkedIn, large reach

4. Employment Exchanges

Explanation: Government-run offices where job seekers register their names and qualifications. Employers notify the exchange of vacancies. The exchange refers suitable candidates from its database.

EXAMPLE

A government school needs a Math teacher. It notifies the District Employment Exchange. The exchange sends 5 registered candidates with the right qualifications.

Keywords: government, job seekers registered, match making, public employment

5. Placement Agencies and Consultants (Private)

Explanation: Private firms that specialise in finding candidates for specific types of jobs. They maintain candidate databases and match them with employer vacancies — for a fee.

EXAMPLE

A startup needs a senior Data Scientist. It approaches Quess Corp (placement agency) — the agency finds 3 suitable candidates within 48 hours from its database. The agency charges 15% of the annual salary as fee.

Keywords: private, fee-based, specialised, headhunting, executive search

6. Campus Recruitment

Explanation: Companies visit colleges and universities to hire students directly before graduation. Very common for entry-level and technical positions.

EXAMPLE

TCS, Wipro, and Infosys visit IITs, NITs, and engineering colleges every year — hiring thousands of students for their software development teams through campus placement drives.

Keywords: colleges, universities, fresher, campus placement, entry-level

7. Labour Contractors

Explanation: Contractors who maintain a pool of unskilled or semi-skilled workers and supply them to organisations on contract — for specific, often temporary work.

EXAMPLE

A construction company needs 500 labourers for a 6-month bridge project. Instead of hiring directly, it engages a labour contractor who supplies the workers and manages their attendance.

Keywords: contract labour, unskilled, temporary, construction, project-based

8. Recommendations of Employees (Referrals)

Explanation: Existing employees refer their friends, relatives, or former colleagues for open positions. Called 'employee referral programmes'. Often the most cost-effective external source.

EXAMPLE

Flipkart's employee referral programme: any current employee who refers a successful hire gets ₹25,000 bonus. This incentivises referrals and reduces hiring cost.

Keywords: referral, employee referral programme, word of mouth, trusted source

9. Web Publishing / E-Recruitment

Explanation: Companies post jobs on their own websites, job portals (Naukri, Monster, LinkedIn, Indeed), and use AI-based platforms to attract and screen candidates digitally.

EXAMPLE

Amazon India receives millions of job applications annually through its careers portal (amazon.jobs) — the system automatically screens CVs, schedules interviews, and tracks candidates digitally.

Keywords: online, internet, job portal, digital, e-recruitment, company website

MEMORY TRICK

Memory trick for 9 External Sources — "D-C-A-E-P-C-L-R-W":

- D** — Direct recruitment (factory gate)
- C** — Casual callers (unsolicited CVs)
- A** — Advertisement (newspaper, online)
- E** — Employment Exchange (government)
- P** — Placement agencies (private)
- C** — Campus recruitment (colleges)
- L** — Labour contractors
- R** — Recommendations (referrals)
- W** — Web publishing (e-recruitment)

Recall: "Directors Can Advertise Employment. Placements Create Labour, Referrals Win."

Merits and Demerits of External Sources

Merits of External Sources	Demerits of External Sources
Brings in fresh talent, new ideas, and diverse skills.	More expensive — advertising, agency fees, interview costs.

Merits of External Sources	Demerits of External Sources
Larger pool of candidates to choose from.	Time-consuming — takes longer to find and process external candidates.
No rivalry among existing employees for promotion.	External candidates take longer to settle in — adjustment period.
Good source for skilled, technical, or specialised positions.	Risk of wrong hire — no prior knowledge of the candidate's real performance.
Brings new blood — prevents stagnation of ideas.	May demotivate existing employees who expected promotion.
Fresh perspectives can help the organisation adapt to change.	External candidates may not fit the organisation culture well initially.

Topic 5 Selection

DEFINITION

Selection is the process of choosing the most suitable candidate from among those who have applied for the job in the organisation.

Simple: Selection = from MANY applicants, pick the BEST ONE for the job. It is a **NEGATIVE** process — it eliminates unsuitable candidates at each stage until the best one remains.

Selection is the **OPPOSITE** of Recruitment:

	Recruitment	Selection
Nature	Positive — encourages people to apply	Negative — eliminates unsuitable candidates
Goal	Create a large pool of applicants	Choose the best from the pool
Result	Many applicants	One selected candidate

The 8-Step Selection Process

These **8 steps** are a **very common 5-6 mark CBSE question** — either 'explain the selection process' or through a case study. Know all 8 in sequence.

1 Preliminary Screening / Application Blank

CVs and application forms are screened to remove obviously unqualified candidates. First filter.



2 Selection Tests

Written/practical tests to assess knowledge, aptitude, personality, and skill.



3 Employment Interview

Face-to-face conversation between interviewer and candidate to assess suitability.



4 Reference and Background Checks

Verify the candidate's credentials, work history, and character through references.



5 Selection Decision

HR and the hiring manager decide which candidate to offer the job.

6

Medical / Physical Examination

Check if the candidate is physically fit to perform the job requirements.

7

Job Offer (Appointment Letter)

Formal offer made to the selected candidate — designation, salary, joining date.

8

Contract of Employment

Signing of the formal employment contract defining both parties' rights and obligations.

Step 1: Preliminary Screening

Explanation: The organisation receives hundreds of CVs and application forms. This step involves quickly scanning them to eliminate candidates who clearly do not meet the minimum requirements (education, experience, location). Saves time and cost for later stages.

EXAMPLE

Smit Sir receives 80 teacher applications. He eliminates 55 who don't have a B.Ed or relevant subject degree. 25 advance to the next stage.

Step 2: Selection Tests

Explanation: Qualified applicants take standardised tests. Different types: (a) Intelligence Tests — measures IQ and reasoning ability. (b) Aptitude Tests — measures potential/talent in specific areas. (c) Personality Tests — measures attitude, behaviour, temperament. (d) Trade/Achievement Tests — tests specific job knowledge or skill.

EXAMPLE

25 teacher candidates take a 60-minute written test with subject knowledge questions, teaching scenario questions, and a personality questionnaire.

Step 3: Employment Interview

Explanation: The most important selection step. A face-to-face interaction between the interviewer and the candidate. Types: Preliminary interview, Structured/formal interview, Stress interview, Panel interview. Purpose: assess communication, attitude, personality, subject depth, cultural fit.

EXAMPLE

Top 10 candidates from the written test give a 20-minute demo class (teaching interview). Followed by a 30-minute panel interview with Smit Sir and two senior teachers.

Step 4: Reference and Background Checks

Explanation: Before making an offer, the employer verifies the candidate's stated qualifications, experience, and character by contacting previous employers, college, or personal references.

EXAMPLE

Smit Sir calls the previous school where the finalist teacher worked — confirms her employment period, designation, and whether she left on good terms. Checks degree certificate authenticity with the university.

Step 5: Selection Decision

Explanation: Based on all the evidence gathered (tests, interview, reference checks), the hiring manager and HR jointly decide WHICH candidate gets the job.

EXAMPLE

After all checks, Smit Sir and two senior teachers discuss the top 2 candidates and decide Candidate A is selected — her subject knowledge and classroom presence were superior.

Step 6: Medical / Physical Examination

Explanation: The selected candidate undergoes a medical check to confirm physical fitness for the job. Some jobs (police, military, pilots, factory workers) have strict physical requirements. For office jobs, it's a general health check.

EXAMPLE

The selected teacher has a general health check — blood tests, eyesight check, general physical. Ensures she is fit enough to work long classroom hours.

Step 7: Job Offer (Appointment Letter)

Explanation: A formal, written job offer is made to the candidate — specifying designation, department, salary, start date, and key terms. The candidate accepts by signing and returning the letter.

EXAMPLE

Smit Sir sends an appointment letter: 'Dear [Name], You are appointed as Senior Commerce Teacher, starting 1st June, at ₹40,000/month. Please confirm acceptance by 20th May.'

Step 8: Contract of Employment

Explanation: A detailed legal contract is signed by both employer and employee — defining rights, obligations, confidentiality, notice period, and terms of employment. Both parties are legally bound.

EXAMPLE

The teacher and Smit Sir's institute sign an employment contract: 1-year term, 1-month notice period, non-compete for 1 year after leaving, IPR of study materials belongs to the institute.

MEMORY TRICK

Memory trick for 8 Selection steps — "P-T-I-R-S-M-J-C":

P — Preliminary screening

T — Selection Tests

I — Interview

R — Reference and background check

S — Selection Decision

M — Medical examination

J — Job offer (appointment letter)

C — Contract of employment

Recall: "Professionals Test Interviews Rigorously, Selecting Medical Journeys Carefully."

Topic 6 Training and Development

A. Meaning of Training

DEFINITION

Training is a short-term process that involves improving the knowledge, skills, and attitudes of employees to perform their current job more efficiently and effectively.

Simple: Teaching an employee what they need to know to do their **current** job well.

B. Meaning of Development

DEFINITION

Development is a long-term educational process designed to improve the overall personality, knowledge, and capabilities of an employee — preparing them for future roles and responsibilities.

Simple: Grooming an employee for **future** responsibilities — future roles, leadership positions, or broader career growth.

C. Training vs Development — Key Difference Table

This **difference appears regularly in CBSE board exams** as a 4-5 mark question.

Basis	Training	Development
Meaning	Improving skills for current job performance.	Grooming employee for future roles and responsibilities.
Time frame	Short-term.	Long-term.
Purpose	Specific — improve current job skills.	General — overall personality and capability growth.
Focus	Current job and tasks.	Future positions and overall career.
Who is it for?	Operative/all-level employees.	Mainly managerial and executive level employees.
Nature	Skill-based and technical.	Conceptual, leadership, and behavioural.

Basis	Training	Development
Initiator	Usually the employer's requirement.	Often employee-driven, supported by employer.
Example	Teaching a bank clerk to use new CBS software.	Sending a branch manager for an MBA programme.

D. Importance of Training

Importance to Organisation	Importance to Employee
Fewer accidents — well-trained employees know safe procedures.	Higher earnings — skilled employees earn more (bonus, incentives).
Higher productivity — trained employees work faster and better.	Increased job security — skilled employees are harder to replace.
Better quality of work — trained staff make fewer mistakes.	Increased morale — confidence from competence.
Reduces supervision need — trained employees need less oversight.	Better career growth opportunities — trained employees get promoted faster.
Facilitates adaptation to change — trained workforce can adapt to new technology.	Improved personality — training builds communication, leadership, and problem-solving skills.
Reduces wastage — fewer errors = less raw material and time wasted.	Greater opportunity for self-expression — trained employees can take initiative.

E. Methods of Training

Training methods are divided into two categories: **On-the-job** (at the workplace) and **Off-the-job** (away from the workplace).

ON-THE-JOB TRAINING METHODS

On-the-job training methods are those where the trainee **learns while working** — at the actual job site, using real tools and real tasks. The trainer is usually the supervisor or a senior employee.

1. Apprenticeship Training

Explanation: The trainee works under the guidance of a skilled, experienced worker (master craftsman) for a fixed period — learning the trade, craft, or job systematically. Both theoretical knowledge AND practical skills are developed.

EXAMPLE

A plumber apprentice works with a senior plumber for 2 years — learning how to install pipes, fix leaks, and deal with customers. After 2 years, certified as a fully qualified plumber.

Keywords: craft, trade, long-duration, skilled trade, apprentice, master craftsman

2. Internship Training

Explanation: A partnership between an educational institution and a company where students work in the company for a fixed period — applying theoretical knowledge to real situations. Typically for fresh graduates.

EXAMPLE

A BBA student from HNGU interning at HDFC Bank for 2 months — working in the branch on real customer queries, learning banking operations, and writing a project report.

Keywords: student, institution partnership, real work, theory to practice, graduate

3. Job Rotation

Explanation: An employee is systematically moved through different departments or roles — gaining experience in multiple functions. Builds versatility and a broader understanding of the organisation.

EXAMPLE

A management trainee at TATA Motors spends 3 months each in Manufacturing, Sales, Finance, and HR before being assigned their final role. After 12 months, they understand the whole company.

Keywords: rotation, different departments, versatility, breadth, management trainee

OFF-THE-JOB TRAINING METHODS

Off-the-job training methods are those conducted **away from the actual workplace** — in classrooms, training centres, or simulated environments. The trainee is not doing the real job during training.

1. Classroom / Lecture Method

Explanation: Traditional teaching method — a trainer delivers knowledge to a group of trainees in a classroom setting. Good for transmitting large amounts of theoretical knowledge efficiently.

EXAMPLE

A bank brings all new branch managers to its Mumbai training centre for a 3-day classroom programme on 'Basel III Norms and Risk Management'. Same knowledge delivered to 50 managers simultaneously.

Keywords: classroom, lecture, large group, theoretical, trainer delivers knowledge

2. Case Study Method

Explanation: Trainees are given real or realistic business situations (cases) to analyse, discuss, and recommend solutions. Develops analytical thinking, problem-solving, and decision-making skills.

EXAMPLE

MBA students at IIM Ahmedabad analyse the Kingfisher Airlines failure as a case study — identifying management mistakes, financial mismanagement, and strategic errors. This builds real business judgement.

Keywords: case study, analyse, real situations, decision making, problem solving, MBA

3. Programmed Instruction / E-Learning

Explanation: Self-paced learning where training content is presented in small, sequential units — through a book, computer programme, or online module. The trainee answers questions after each unit and gets immediate feedback.

EXAMPLE

TCS's iEvolve online learning platform — an employee can take a course on Python programming at their own pace, answer quiz questions after each module, and get a certificate on completion. No trainer needed.

Keywords: self-paced, online, modules, feedback, no trainer, e-learning, programmed

4. Vestibule Training

Explanation: A simulated work environment is created separate from the actual workplace — with similar machines, tools, and conditions. Trainees practice in this 'replica' before going to the actual job. Eliminates risk of mistakes in live production.

EXAMPLE

Air India creates a replica cockpit (flight simulator) for pilot trainees. Pilots practice takeoff, landing, and emergency procedures in the simulator — without any real risk. Airlines also use mock aircraft cabins for cabin crew training.

Keywords: simulation, replica, same machines, practice without risk, airlines, pilots

MEMORY TRICK

On-the-job methods — "A-I-J":

A — Apprenticeship

I — Internship

J — Job Rotation

Off-the-job methods — "C-C-P-V":

C — Classroom / Lecture

C — Case Study

P — Programmed Instruction / E-Learning

V — Vestibule Training

Quick test: 'Flight simulator for pilots' = Vestibule. 'Rotating through 4 departments' = Job Rotation. 'Working under master craftsman' = Apprenticeship. 'Online self-paced modules' = Programmed/E-Learning.

Section 7 Critical Difference Tables

7.1 Internal Sources vs External Sources of Recruitment

Basis	Internal Sources	External Sources
Meaning	Filling vacancy from existing employees.	Filling vacancy from candidates outside the organisation.
Cost	Low — no advertising or agency fee.	High — advertising, agency fee, interviews.
Time	Quick — process is simpler.	Longer — wider search, more processing.
Fresh ideas	No — same people, same thinking.	Yes — new talent brings fresh perspectives.
Pool of candidates	Limited — only current employees.	Very large — from entire market.
Motivation of employees	High — promotion opportunities motivate staff.	May demotivate existing employees if passed over.
Training time	Less — employee knows the organisation.	More — new employee needs settling-in time.
Risk	Lower — performance record is known.	Higher — limited prior knowledge of candidate.

7.2 Recruitment vs Selection

Basis	Recruitment	Selection
Meaning	Finding and attracting potential candidates.	Choosing the most suitable from the recruited pool.
Nature	Positive — encourages people to apply.	Negative — eliminates unsuitable candidates.
Process	Creates a large pool.	Narrows down to one candidate.
Cost	Relatively lower.	More expensive (tests, interviews, medical).
Time	Starts first, takes less time.	Comes after recruitment, takes more time.

7.3 On-the-job vs Off-the-job Training

Basis	On-the-job Training	Off-the-job Training
Location	At the actual workplace.	Away from the workplace — classroom, simulation.
Learning	Learning while working.	Learning before/apart from working.
Cost	Generally cheaper.	More expensive — facility, trainers, travel.
Risk	Employee may make costly mistakes during learning.	No risk — mistakes in simulated environment.
Productivity	Employee is productive during training.	Employee not producing during training.
Examples	Apprenticeship, Internship, Job Rotation.	Classroom lectures, Case study, Vestibule, E-learning.

Section 9 All Memory Tricks at One Place

Topic	Trick	Expansion
6 Importance of Staffing	F-P-S-O-H-I	Finds personnel, Performance, Survival, Optimum use, Human development, morale (I for Improves morale)
8 Staffing Process steps	E-R-S-P-T-P-P-C	Estimate, Recruit, Select, Place+Orient, Train, Performance appraisal, Promote, Compensate
2 Internal Sources	T-P	Transfer, Promotion
9 External Sources	D-C-A-E-P-C-L-R-W	Direct, Casual callers, Advertisement, Employment exchange, Placement agencies, Campus, Labour contractors, Referrals, Web publishing
8 Selection Steps	P-T-I-R-S-M-J-C	Preliminary screening, Tests, Interview, Reference check, Selection decision, Medical, Job offer, Contract
3 On-the-job Methods	A-I-J	Apprenticeship, Internship, Job Rotation
4 Off-the-job Methods	C-C-P-V	Classroom, Case study, Programmed/E-learning, Vestibule

Section 10 Case Study Practice

Case Study 1 — Easy (Identify the Source of Recruitment)

CASE STUDY

Case: Identify the source of recruitment in each situation below:

- (a) Reliance Retail has a vacancy for Assistant Store Manager in Ahmedabad. It promotes Ramesh, a senior sales executive from its Surat store, to fill the vacancy.
- (b) Infosys visited 50 engineering colleges across India in February and selected 5,000 students for its technology trainee programme.
- (c) A factory manufacturing garments needs 100 stitching workers for a 3-month rush season. It hires through Mahesh Enterprises, a firm that supplies contract workers.
- (d) HDFC Bank runs a programme where any current employee who refers a successful hire receives ₹20,000 as a bonus.
- (e) The Government of India advertises 2,000 vacancies in the Railways, and candidates apply through the official website.

Answers:

- (a) **Promotion** — Ramesh moves to a higher position (Assistant Store Manager). Internal source.
- (b) **Campus Recruitment** — Infosys visits colleges to hire students. External source.
- (c) **Labour Contractors** — Workers supplied by Mahesh Enterprises (contractor). External source.
- (d) **Recommendations / Employee Referrals** — Existing employees refer candidates. External source (the referred person is external).
- (e) **Advertisement** — Government advertises on official website (online/web advertisement). External source.

Mistake to avoid: In (d), students may say 'internal source' because existing employees are involved. **WRONG** — the referred CANDIDATE is external. The source is External (Referral).

Case Study 2 — Moderate (Selection Process)

CASE STUDY

Case: 'Sunrise Technologies' is hiring a Software Engineer. The process: (i) The HR team screens 800 CVs and shortlists 100. (ii) The 100 candidates take a 90-minute aptitude and

coding test — 30 advance. (iii) The 30 attend a technical interview — 8 shortlisted. (iv) A panel interview — 3 finalists. (v) HR calls each finalist's previous employer. (vi) The HR Manager and Technical Lead select one candidate. (vii) The candidate has a medical check. (viii) An offer letter with ₹15 lakh CTC is sent. (ix) The candidate signs the employment agreement on Day 1.

Q1: Map each step (i to ix) to the correct stage in the selection process.

Q2: Why is Step (v) important even though the candidate has already passed the interview?

Answer Q1 — Mapping:

(i) → **Preliminary Screening** (ii) → **Selection Tests** (iii) → **Employment Interview (Technical)**

(iv) → **Employment Interview (Panel)** (v) → **Reference and Background Check** (vi) → **Selection Decision**

(vii) → **Medical Examination** (viii) → **Job Offer** (ix) → **Contract of Employment**

Answer Q2: Reference checks are crucial even after interview because: (a) Candidates may lie about previous salary, designation, or reasons for leaving. (b) Performance in interview ≠ performance on actual job. (c) Previous employers can reveal red flags (dishonesty, poor attendance, conflicts with colleagues) that an interview cannot. It is the final verification step before committing to the candidate.

Case Study 3 — Difficult / HOTS (Training Methods + Internal vs External)

CASE STUDY

Case: 'AirFirst Airlines' is expanding rapidly. It needs to: (A) Train 200 new pilots — they cannot practise on real planes until fully trained. (B) Develop 50 middle managers for senior positions — each spending 4 months in 4 different departments. (C) Quickly train 500 new cabin crew on safety procedures — using a lifesize replica of the aircraft. (D) For a management trainee vacancy, the HR head is considering two options: (i) promoting an experienced senior executive from within, or (ii) hiring a fresh MBA from campus.

Q1: Identify the training method used in (A), (B), and (C).

Q2: For vacancy (D), which source should AirFirst choose and why? State one merit of each option.

Answer Q1:

(A) **Vestibule Training** — pilots cannot use real planes → flight simulators (replica environment) are used. Classic vestibule training.

(B) **Job Rotation** — managers moved through 4 different departments to gain all-round

experience.

(C) **Vestibule Training** — lifesize aircraft replica = simulated environment away from real operations. Both A and C qualify as vestibule training.

Answer Q2 — Source Analysis:

If AirFirst needs someone with **fresh perspective, new airline management ideas, and specific MBA skills** → Choose **External Source (Campus Recruitment)**. Merit: Fresh talent, new ideas, modern management training.

If AirFirst wants someone who knows airline operations, culture, and stakeholders → Choose **Internal Source (Promotion)**. Merit: Motivated existing employee, zero adjustment time, known performance history.

Best answer: **Both options have merit**. AirFirst should choose based on whether it needs fresh innovation (external) or operational experience and continuity (internal).

Section 11 Exam-Oriented Questions & Answers

A. One-mark Questions

Q1. Define staffing.

Ans. Staffing is the process of manning the organisation structure through proper and effective selection, appraisal, and development of people to fill the roles designed into the structure.

Q2. What is recruitment?

Ans. Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.

Q3. What is the difference between training and development in one sentence?

Ans. Training is short-term and focused on improving current job skills; development is long-term and prepares employees for future roles.

Q4. Name any two internal sources of recruitment.

Ans. Transfer and Promotion.

Q5. Name any two external sources of recruitment.

Ans. Advertisement and Campus Recruitment (or any two from D-C-A-E-P-C-L-R-W).

Q6. What is 'vestibule training'?

Ans. Vestibule training is a training method where a simulated replica of the actual workplace is created — trainees practice in the simulation without risk to real operations.

Q7. What is 'job rotation' as a method of training?

Ans. Job rotation is a training method where employees are systematically moved through different departments or roles to gain experience in multiple functions.

Q8. Is selection a positive or negative process?

Ans. Selection is a NEGATIVE process — it eliminates unsuitable candidates at each stage, narrowing down to the best one.

B. Three-mark Questions

Q1. Explain any three merits of internal sources of recruitment.

Ans. (i) Motivates employees — when employees see colleagues being promoted, it creates a strong motivation to perform well. Growth is visible and attainable.

Ans. (ii) Economical — no advertising costs, no placement agency fees. The vacancy is filled from within at minimal cost.

Ans. (iii) Known performance record — the employee's past performance, strengths, and weaknesses are already known to management — reducing the risk of a wrong hire.

Q2. Distinguish between Training and Development on any three bases.

Ans. (i) Purpose: Training improves skills for the CURRENT job. Development prepares employees for FUTURE roles and responsibilities.

Ans. (ii) Duration: Training is SHORT-TERM (days to weeks). Development is LONG-TERM (months to years, sometimes a career-long process).

Ans. (iii) Beneficiaries: Training targets all employees — especially operative level. Development mainly targets managerial and executive level employees.

Q3. Explain any three external sources of recruitment.

Ans. (i) Campus Recruitment: Companies visit colleges and universities to hire graduating students. TCS and Infosys hire thousands of engineering graduates through campus drives every year.

Ans. (ii) Advertisement: Jobs are advertised in newspapers, job portals (Naukri, LinkedIn), or company websites to attract a large pool of candidates.

Ans. (iii) Employee Referrals: Existing employees refer suitable candidates from their personal networks. Companies like Flipkart offer ₹25,000 referral bonus to incentivise this.

C. Five & Six-mark Questions

Q1. Explain the selection process in an organisation.

Ans. Selection is the negative process of choosing the most suitable candidate from the pool created by recruitment. It involves 8 steps:

- **Preliminary Screening:** CVs screened to remove clearly unqualified candidates.
- **Selection Tests:** Written/aptitude/personality tests assess candidate suitability.
- **Employment Interview:** Face-to-face interaction — assesses attitude, communication, and fit.
- **Reference and Background Checks:** Verifying claimed qualifications and previous employment.
- **Selection Decision:** Hiring manager and HR jointly decide which candidate to offer the job.
- **Medical Examination:** Physical fitness check for the job requirements.
- **Job Offer:** Appointment letter with designation, salary, and joining date.
- **Contract of Employment:** Formal legal agreement signed by both parties.

Conclusion: The selection process eliminates unsuitable candidates at each step, ensuring only the most suitable person joins the organisation.

Q2. Explain any four off-the-job training methods.

Ans.

- **Classroom/Lecture Method:** Large group training in a classroom — trainer delivers knowledge to many employees simultaneously. Example: Bank managers attending a workshop on new RBI guidelines.
- **Case Study Method:** Trainees analyse real/realistic business situations and recommend solutions — develops analytical and decision-making skills. Example: MBA students analysing Kingfisher Airlines' collapse.
- **Programmed Instruction/E-Learning:** Self-paced learning through structured modules — trainee studies, answers questions, gets feedback. Example: TCS's iEvolve online learning platform.
- **Vestibule Training:** Simulated replica of the actual workplace — trainees practice without risk. Example: Flight simulators for pilot training; mock aircraft cabins for cabin crew.

D. MCQs

Q1. Which of the following is an INTERNAL source of recruitment?

- (a) Campus recruitment
- (b) Labour contractors
- (c) Promotion
- (d) Advertisement

Ans. (c) Promotion — moving an existing employee to a higher position.

Q2. Selection is called a 'negative process' because —

- (a) It costs a lot
- (b) It takes a long time
- (c) It eliminates unsuitable candidates
- (d) It requires many interviewers

Ans. (c) It eliminates unsuitable candidates at each stage.

Q3. Flight simulator training for pilots is an example of —

- (a) Apprenticeship
- (b) Job Rotation
- (c) Internship
- (d) Vestibule Training

Ans. (d) Vestibule Training — using a simulated replica of the real workplace.

Q4. Which of the following correctly describes 'Development'?

- (a) Short-term, current job-focused
- (b) Long-term, future role-focused
- (c) Technical skill building
- (d) Used for operative level workers only

Ans. (b) Long-term, future role-focused — preparing employees for future responsibilities.

Q5. Management Trainees rotating through different departments is an example of —

- (a) Vestibule Training
- (b) Classroom Training
- (c) Job Rotation
- (d) Apprenticeship

Ans. (c) Job Rotation — systematically moving employees through different departments.

E. Assertion-Reason

Q. Assertion (A): Recruitment is a positive process while selection is a negative process.

Reason (R): Recruitment encourages more and more applicants to apply, while selection eliminates unsuitable candidates at each stage to arrive at the best one.

Options: (a) A and R true, R correctly explains A. (b) A and R true, R does NOT explain. (c) A true, R false. (d) A false, R true.

Ans. (a) — Both are correct and R correctly explains A. Recruitment is positive (attracts many). Selection is negative (eliminates many to select one). R correctly explains the reasoning behind A.

Section 12 Board Exam Answer Writing Guide

Case-study trigger table — Identify concept quickly

If case says...	Concept
Moving employee to same-level different department/branch	Transfer (Internal source)
Moving employee to higher position with more pay	Promotion (Internal source)
Visiting college/university to hire freshers	Campus Recruitment (External)
Contractor supplying temporary workers	Labour Contractors (External)
Existing employee recommends a friend for job	Employee Referral/Recommendation (External)
Job posted on Naukri.com / LinkedIn / company website	Advertisement or Web Publishing (External)
Government office matching job seekers with employers	Employment Exchange (External)
800 CVs screened → 100 shortlisted	Preliminary Screening (Selection Step 1)
Aptitude test / coding test / personality test	Selection Tests (Selection Step 2)
Face-to-face with interviewer / panel	Employment Interview (Selection Step 3)
Calling previous employer to verify work history	Reference and Background Check (Selection Step 4)
Formal offer letter sent with salary details	Job Offer (Selection Step 7)
Working under master craftsman for 2 years	Apprenticeship (On-job training)
Student working in company while studying	Internship (On-job training)
Manager moved through 4 departments	Job Rotation (On-job training)
Pilots in flight simulator / replica workplace	Vestibule Training (Off-job)
Online modules, self-paced, quiz after each section	Programmed Instruction / E-Learning (Off-job)
Real business case analysed in a classroom	Case Study Method (Off-job)

EXAM TIP

Board exam writing tips for this chapter:

Sources of recruitment: Always specify if Internal or External first, then name the specific source. '(External Source) — Campus Recruitment: Companies visit colleges...'

Selection process: Write all 8 steps in sequence. For each: name + 1-line explanation + 1 example. 8 steps × 1 mark each = 8 marks potential in a detailed question.

Training methods: When describing a training method — (a) name it, (b) explain it, (c) give a specific example (vestibule = flight simulator; apprenticeship = electrician/plumber under master worker).

Section 13 Common Doubts Students Ask

Doubt 1: Sir, is staffing part of HRM or is HRM part of staffing?

Smit Sir's answer: HRM is BROADER than staffing. Staffing is one component of HRM. HRM includes staffing + training + appraisal + compensation + industrial relations. Think: Staffing is a chapter inside the HRM book.

Doubt 2: Sir, is the person who refers a candidate considered an internal or external source?

Smit Sir's answer: The REFERRED CANDIDATE is external (comes from outside). The person making the referral (employee) is internal — but the SOURCE of the candidate is external. So Employee Referral = External Source of Recruitment.

Doubt 3: Sir, what is the difference between Placement and Orientation?

Smit Sir's answer: Placement = assigning the selected person to the most suitable specific job (which department, which team, which role). Orientation (Induction) = introducing the new employee to the organisation — its culture, people, facilities, and rules. They happen at the same time but are different activities.

Doubt 4: Sir, is internship on-the-job or off-the-job?

Smit Sir's answer: Internship is ON-THE-JOB — the intern works at the actual company, doing real work. They learn by working in the real environment.

Doubt 5: Sir, is case study method in selection or in training?

Smit Sir's answer: In CBSE syllabus, Case Study Method is an OFF-THE-JOB TRAINING METHOD. Not related to selection. Don't confuse.

Doubt 6: Sir, if recruitment is positive and selection is negative — why do we recruit at all?

Smit Sir's answer: Recruitment creates the POOL. Without recruitment, there is nobody to select from. You need a large pool (recruitment) to find the ONE best person (selection). More people attracted = better quality of final selection.

Doubt 7: Sir, what is the difference between employment exchange and placement agency?

Smit Sir's answer: Employment Exchange = run by GOVERNMENT. Service is FREE. Mainly for government/public sector jobs. Placement Agency = PRIVATE firm. Charges a FEE (usually % of salary). Can find candidates for any company, in any industry.

Doubt 8: Sir, can on-the-job and off-the-job training be combined?

Smit Sir's answer: Yes — and in practice they always are. A pilot uses vestibule training (off-job simulator) for months, then transitions to actual flights with a senior captain (on-job). Most comprehensive training programmes combine both methods.

Doubt 9: Sir, what exactly is a 'trade test' in selection tests?

Smit Sir's answer: A trade test (also called achievement test) checks if a candidate has the specific knowledge/skill claimed on their CV. Example: A typing test for a data entry role. A coding test for a software developer. A cooking test for a chef. It tests EXISTING skill, not potential.

Doubt 10: Sir, why does the medical examination happen AFTER the selection decision — not before?

Smit Sir's answer: Because medical examinations are expensive and time-consuming. It makes no sense to medically examine 100 candidates when only 1 will be hired. So you make the selection decision first — then check only the final selected candidate's medical fitness.

Section 14 Common Mistakes to Avoid

Mistake 1: Writing employee referrals as 'Internal Source'

What students do wrong: 'Employee referrals are an internal source of recruitment.'

Why it is wrong: The CANDIDATE is from outside — they are external to the organisation. The mechanism uses existing employees, but the source of the candidate is external.

Correct way: Employee Referrals = EXTERNAL Source. Transfer and Promotion = INTERNAL Sources.

Mistake 2: Saying 'Internship is off-the-job training'

What students do wrong: 'An internship is off-the-job because the intern doesn't have a permanent job.'

Why it is wrong: Internship is ON-THE-JOB — the intern works at the actual company, in the real work environment. Off-the-job = away from work (classroom, simulator).

Correct way: Internship = On-the-job. Vestibule Training = Off-the-job (replica/simulation).

Mistake 3: Confusing Training and Development as the same

What students do wrong: 'Training and development are both about improving employee performance.'

Why it is wrong: Training = short-term, current job. Development = long-term, future roles. Different purpose, different beneficiaries, different timeframe.

Correct way: Training: Do current job better. Development: Prepare for future role. They serve different needs at different career stages.

Mistake 4: Wrong selection step order

What students do wrong: Writing 'Medical Examination' before 'Interview' or 'Selection Decision'.

Why it is wrong: Medical exam happens AFTER the selection decision — it is penultimate, not early. The order P-T-I-R-S-M-J-C must be followed.

Correct way: Memorise P-T-I-R-S-M-J-C. Medical = 6th step. Contract = 8th and last step.

Mistake 5: Describing vestibule training as 'on-the-job'

What students do wrong: 'Vestibule training is on-the-job because the trainee uses the same machines.'

Why it is wrong: Vestibule training uses SIMILAR machines in a SEPARATE/SIMULATED environment — not the actual workplace. That is the definition of off-the-job.

Correct way: Vestibule = simulated replica AWAY from actual workplace = Off-the-job.
Apprenticeship = at actual workplace under master = On-the-job.

Mistake 6: Defining selection as 'positive' process

What students do wrong: 'Selection is a positive process that encourages candidates to join.'

Why it is wrong: RECRUITMENT is positive (encourages). SELECTION is NEGATIVE (eliminates). Wrong word in wrong place = factual error.

Correct way: Recruitment = POSITIVE. Selection = NEGATIVE. Remember this contrast — it appears in almost every CBSE exam.

Section 15 Keywords Bank

Topic	Must-use Keywords
Staffing — definition	manning the organisation structure, right person right job, selection, appraisal, development
Importance of staffing	competent personnel, performance, survival, optimum utilisation, human development, morale
Recruitment	searching, attracting, prospective employees, stimulating, pool of applicants, positive process
Selection	choosing, most suitable, negative process, eliminates, stages, narrowing down
Internal sources	transfer (same level), promotion (higher level), existing employees, within organisation
External sources	advertisement, campus, referral, placement agency, employment exchange, web publishing, direct, labour contractors
Selection process	preliminary screening, selection tests, interview, reference check, selection decision, medical, job offer, contract
Training	short-term, current job, skills, knowledge, operative level
Development	long-term, future roles, managerial level, overall personality
On-the-job training	apprenticeship, internship, job rotation, actual workplace, learning while working
Off-the-job training	vestibule, simulation, classroom, case study, programmed instruction, e-learning, away from workplace

Section 16 Quick Revision Notes

QUICK REVISION

Staffing: Manning the organisation with the right people through selection, appraisal, and development.

Staffing as HRM: Staffing is part of HRM — which also includes appraisal, compensation, and industrial relations.

6 Importance (F-P-S-O-H-I): Finds personnel, Performance, Survival, Optimum use, Human dev, Improves morale.

8 Staffing steps (E-R-S-P-T-P-P-C): Estimate → Recruit → Select → Place+Orient → Train → Appraise → Promote → Compensate.

Recruitment = POSITIVE (attract many). Selection = NEGATIVE (eliminate to find one).

Internal sources (2): Transfer (same level) + Promotion (higher level).

External sources (9) — D-C-A-E-P-C-L-R-W: Direct, Casual callers, Advertisement, Employment Exchange, Placement agency, Campus, Labour contractors, Referrals, Web publishing.

Selection steps (8) — P-T-I-R-S-M-J-C: Screening → Tests → Interview → Reference check → Decision → Medical → Job offer → Contract.

Training vs Development: Training = short-term, current job. Development = long-term, future role.

On-job methods (A-I-J): Apprenticeship, Internship, Job Rotation.

Off-job methods (C-C-P-V): Classroom, Case Study, Programmed/E-learning, Vestibule.

Section 17 One-Page Last-Minute Revision Sheet

Read this on exam day. Nothing else.

Chapter in one paragraph

Staffing = filling the organisation with the right people (**E-R-S-P-T-P-P-C**). Recruitment (positive, attract many) uses **Internal sources** (Transfer, Promotion) or **External sources** (D-C-A-E-P-C-L-R-W). Selection (negative, eliminate many) follows **8 steps (P-T-I-R-S-M-J-C)**. Training (short-term, current job) uses **On-job (A-I-J)** and Off-job methods (**C-C-P-V**). Development (long-term, future role) grooms managers for senior positions.

5 must-remember lines

13. Recruitment = POSITIVE (attract). Selection = NEGATIVE (eliminate).
14. Internal sources = Transfer (same level) + Promotion (higher level) only.
15. Employee Referrals = EXTERNAL source (the candidate is from outside).
16. Vestibule training = OFF-THE-JOB (simulated replica environment). Internship = ON-THE-JOB.
17. Medical exam comes AFTER selection decision (Step 6) — NOT at the start of selection.

Quick trigger table

If case says...	Answer
Existing employee moved to higher role	Promotion (Internal)
Existing employee moved to same role, different location	Transfer (Internal)
Company hires via college placement drive	Campus Recruitment (External)
Existing employees refer friends for job	Employee Referral (External)
Contractor supplies workers	Labour Contractors (External)
CVs screened → unqualified eliminated	Preliminary Screening
Aptitude/coding/personality test given	Selection Tests
Face-to-face with interviewer	Employment Interview
Previous employer called to verify	Reference and Background Check
Doctor/medical check of selected candidate	Medical Examination
Working under master craftsman for trade skill	Apprenticeship (On-job)
Student works in company during studies	Internship (On-job)

If case says...	Answer
Manager moves through 4 departments	Job Rotation (On-job)
Flight simulator / mock cockpit / replica cabin	Vestibule Training (Off-job)
Online modules + quiz after each section	Programmed Instruction / E-Learning (Off-job)

Section 18 How Smit Sir Can Teach This Chapter

1. Opening hook

Write on the board: 'HOSPITAL BUILDING — All equipment, zero staff. Does it work?' The answer is obviously no. Then: 'What do you need?' Their answers (doctors, nurses, administrators, cleaners, receptionists) = the staffing function. Add: 'How would you find them? How would you choose the best? How would you train them? That's Chapter 6.'

2. Best Indian examples by topic

Topic	Best Indian Example
Staffing process overview	Infosys hiring cycle — estimate needs (lakhs of seats), campus recruitment (500+ colleges), selection (written test + interview), Mysore training (6 months), appraisal (annual), promotion (clear career ladder).
Internal sources	TCS has a policy of 'promotion from within' for leadership — most TCS CEOs have been internal promotees with 20+ year careers inside TCS.
External — Campus recruitment	TCS is India's largest campus recruiter — visiting 500+ colleges annually.
External — Referrals	Flipkart's employee referral programme with ₹25,000 bonus per successful hire.
Vestibule Training	Indian Railways' training institutes (like Railway Staff College, Vadodara) with replica signal rooms and track sections for train operators.
Job Rotation	TATA Administrative Service (TAS) rotates management trainees through Tata Steel, TCS, Tata Motors, and Taj Hotels in their first year.

3. Classroom activity — 'Hire for Smit Sir's Institute'

Activity (15 min): Tell students: 'Smit Sir needs a new Economics teacher. You are the hiring team. In groups of 4: (a) Write a job advertisement (3 min). (b) Design 3 selection test questions (3 min). (c) Write 3 interview questions (3 min). (d) Decide what reference check you would do (2 min). (e) Write the first line of the appointment letter (2 min). Each group presents. The entire selection process comes alive.'

4. Teaching Training vs Development using Smit Sir himself

Say to class: 'Smit Sir teaching a new assistant teacher how to explain Demand-Supply curves PERFECTLY for this batch = Training (current job skill, short-term). Smit Sir sending that assistant for a 6-month education management certificate to eventually run his own institute = Development (future role, long-term). Same person, different purpose, different timeline.'

5. Board exam focus areas

- Sources of recruitment (internal + external) — 4/5-mark (appears often)

- Selection process (all 8 steps) — 5/6-mark (appears regularly)
- Training vs Development (difference) — 4-mark (common)
- Training methods (on-job vs off-job) — 4/5-mark (explain with examples)
- Importance of staffing — 4-mark (less frequent but important)

6. How to end the chapter powerfully

"Every person in every organisation was once a candidate who was recruited, selected, and trained. Every successful CEO you have ever heard of was once a fresher who walked into a campus interview. The difference between a great organisation and a mediocre one is often just one thing: how well they Staff. This chapter teaches you to build teams that win — and to find the right job for yourself when your time comes."

End of Chapter 6

"The secret to success in business is to hire the right people, put them in the right place, and then train them relentlessly."

Right person. Right job. Right time. That's staffing.

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