

SMIT SIR COMMERCE

GSEB | ENGLISH MEDIUM

ORGANISATION OF COMMERCE AND MANAGEMENT

STANDARD 12

CHAPTER 5

Staffing

Complete Concept Notes | Simple Explanations | Examples | Exam Preparation

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Learn the Concept. Understand the Logic. Write Better Answers.

Chapter at a Glance

Staffing deals with the human side of management. A business may have money, machinery and a good plan, but it still needs the right people in the right jobs.

Stage	Topic	What You Learn
1	Staffing	Concept, characteristics and importance
2	Staffing as Part of HRM	Manpower planning, compensation and employee development
3	Recruitment	Meaning and internal/external sources
4	Selection	Meaning and nine-stage selection process
5	Training	Concept and importance
6	Development	Concept, importance and managerial development
7	Training vs Development	Important board-style comparison

EXAM IMPORTANT

Very high-value areas: characteristics and importance of staffing, sources of recruitment, selection process, importance of training, importance of development, and training vs development.

Learning Objectives

After studying this chapter, you will be able to:

- define staffing and explain its wide scope.
- explain the characteristics and importance of staffing.
- understand staffing as a part of Human Resource Management.
- explain manpower planning and staff development activities.
- define recruitment and distinguish internal and external sources.
- explain the complete selection process in correct order.
- identify different selection tests used in the chapter.
- define training and explain why it is necessary.
- define development and explain its importance for managers.
- distinguish training from development in board-answer format.

SMIT SIR'S NOTE

The easiest chapter flow is: Need People -> Recruit -> Select -> Place -> Train -> Develop -> Retain.

5.1 Staffing - Concept

Meaning: Staffing is the managerial function concerned with acquiring, selecting, developing, training, promoting, transferring and maintaining the employees required by the organization.

In Simple Words: Staffing means getting the right people, placing them properly, developing them and keeping them useful to the organization.

KEY TERM - STAFFING

The process of obtaining, selecting, developing, training and maintaining the human resources required by an organization.

Example: A school recruits teachers, interviews them, appoints suitable candidates, provides orientation and training, evaluates performance and promotes capable teachers.

REMEMBER THIS

Staffing is much wider than recruitment. Recruitment is only one part of staffing.

5.1.2 Characteristics of Staffing

No.	Characteristic	Core Idea
1	Important Function of Management	Staffing is one of the key managerial functions.
2	Perennial / Continuous Process	Employee needs continue as people join, leave, transfer and retire.
3	Concerned with Human Relations	Staffing directly deals with people and their work relations.
4	Staffing is a Dynamic Process	Employee and business needs keep changing.
5	Related with Other Managerial Functions	Planning, organizing, directing and controlling are linked with staffing.
6	Wide Scope	Staffing covers recruitment, selection, training, promotion, transfer and related activities.

1. Important Function of Management

Explanation: Staffing is necessary after planning and organizing because the organization needs people to occupy and perform different jobs.

Example: A new department cannot function until suitable employees are appointed.

2. Perennial / Continuous Process

Explanation: Staffing continues throughout the life of the organization because people may resign, retire, transfer, get promoted or new jobs may be created.

Example: A company recruits every year because vacancies continue to arise.

3. Concerned with Human Relations

Explanation: Staffing deals with employees, their abilities, work relations and organizational fit.

Example: Managers must understand employee skills, attitudes and expectations.

4. Dynamic Process

Explanation: Staffing changes with technology, business expansion, employee turnover and changing skill requirements.

Example: A business needs data-analysis skills today that it did not require earlier.

5. Related with Other Managerial Functions

Explanation: Staffing supports planning, organizing, directing and controlling because all those functions ultimately depend on people.

Example: A production plan fails if the organization does not appoint sufficient skilled workers.

6. Wide Scope

Explanation: Staffing includes many activities: manpower planning, recruitment, selection, training, promotion, transfer and post-retirement related functions mentioned by the textbook.

Example: Recruitment and selection are only the starting stages of staffing.

EXAM IMPORTANT

When asked 'staffing is not merely recruitment', explain its wide scope: recruitment, selection, training, development, promotion, transfer and employee maintenance.

5.1.3 Importance of Staffing

No.	Importance	Core Benefit
1	Driving Force	Efficient employees drive organizational action.
2	Dynamic Activity	Staffing keeps pace with changing employee and skill needs.
3	Important for Other Functions	Other managerial functions need competent people.
4	Limit of the Business Enterprise	Growth is limited if suitable people are unavailable.
5	Job Satisfaction among Staff	Good staffing reduces employee complaints and dissatisfaction.
6	Harmony in Relations	Staffing supports better employer-employee relations.
7	Continuous Process	Business continuity requires continuous staffing activity.

1. Driving Force

Explanation: A capable and committed workforce is the real driving force of an organization. Even good machinery requires people to use it effectively.

Example: A modern factory needs trained operators and supervisors.

2. Dynamic Activity

Explanation: As technology and business needs change, staffing must ensure that employees possess updated abilities.

Example: An organization retrain workers when new software is introduced.

3. Important for Other Managerial Functions

Explanation: Planning, organizing, directing, co-ordinating and controlling depend on competent employees.

Example: A control system cannot work if staff do not understand standards and reporting.

4. Limit of the Business Enterprise

Explanation: A business cannot grow beyond the quality and quantity of people available to run it.

Example: A firm may postpone expansion because trained managers are not available.

5. Job Satisfaction among Staff

Explanation: Proper placement, development and fair staffing practices help reduce employee complaints and dissatisfaction.

Example: An employee placed in a role suited to skill is more likely to feel satisfied.

6. Harmony in Relations

Explanation: Good staffing creates better understanding and relationships among employees and employers.

Example: Clear roles and suitable placement reduce work conflict.

7. Continuous Process

Explanation: Organizations must continue to recruit, select, train and develop people as long as the business operates.

Example: Vacancies and changing skill needs make staffing continuous.

EXAM IMPORTANT

Importance of staffing can be remembered as: Drive - Adapt - Support - Grow - Satisfy - Harmonize - Continue.

5.2 Staffing as a Part of Human Resource Management

The textbook explains that staffing forms a major part of Human Resource Management because HRM is concerned with obtaining, developing, compensating and maintaining employees.

The chapter broadly divides HRM-related staffing work into two groups:

Part	Main Activities
A. Concern with Man Power Planning	Plan required staff, add new employees when needed, ensure proper placement, and maintain continuity of employees.
B. Concern with Compensation and Development of Staff	Training, development opportunities, proper compensation/benefits and solving employee-related problems.

A. Concern with Man Power Planning

- Plan for required staff: Estimate how many employees and what skills are required.
- Increase staff through new appointments: Add people where new vacancies or expansion create need.
- Appropriate placement: Put the right employee in the right position.
- Maintain continuity: Keep necessary employees available and maintain their knowledge/skills.

Example: A growing school estimates that it needs two new Commerce teachers next year, identifies qualification requirements and plans recruitment before the session starts.

B. Compensation and Development of Staff

- Training: Provide work-related training whenever required.
- Development opportunities: Give employees chances to improve knowledge and proficiency.
- Compensation and benefits: Provide proper remuneration and benefits.
- Problem solving: Identify work-related employee problems and implement suitable solutions.

SMIT SIR'S NOTE

The textbook treats staffing as closely linked with HRM. In exam answers, keep the source framing: manpower planning + compensation/development of staff.

5.3 Process of Staffing - Overview

The staffing process in the chapter mainly focuses on Recruitment, Selection, Training and Development.

Stage	Purpose
Recruitment	Attract or acquire suitable applicants.
Selection	Choose the most suitable applicant.
Training	Improve current job-related knowledge and skill.
Development	Build broader managerial and future capabilities.

REMEMBER THIS

Recruitment creates a pool. Selection chooses the best fit. Training improves the present job. Development prepares for the future.

5.3.1 Recruitment - Meaning

Meaning: Recruitment is the process of looking for probable employees and making them apply for the job.

Broader Meaning: Recruitment is acquiring the right person, in the right number, at the right place, with the right qualifications.

KEY TERM - RECRUITMENT

The process of attracting and acquiring suitable candidates for probable employment in the organization.

Example: A company advertises vacancies and invites qualified candidates to apply.

EXAM IMPORTANT

Recruitment is a positive process because it tries to increase the number of suitable applicants.

5.3.3 Sources of Recruitment

Internal Sources	External Sources
Promotion	Through Advertisement
Transfer	Through Employment Exchange
Friends and Relatives of Employees	Through Educational Institutions
Recalling Retrenched Employees	Through Trade Unions
Promotion with Transfer	Through Contractors and Jobbers
Waiting List	Recruitment at the Gate
-	Modern Methods

SMIT SIR'S NOTE

Internal = candidates from within / connected with existing organization arrangements. External = candidates obtained from outside sources.

Internal Sources of Recruitment

1. Promotion

Meaning: An existing employee is moved to a higher post based on ability, qualification, honesty, loyalty or performance.

Example: A senior clerk is promoted to office supervisor.

2. Transfer

Meaning: Employees are moved from one department or branch to another without necessarily changing the level of the job.

Example: An accounts assistant is transferred from Branch A to Branch B.

3. Friends and Relatives of Employees

Meaning: Existing employees may recommend suitable friends or relatives when vacancies arise.

Example: An employee recommends a qualified candidate for a vacancy.

4. Recalling Retrenched Employees

Meaning: Former employees who were retrenched for reasons such as reduced work may be called back when work increases.

Example: A factory recalls experienced workers when demand rises.

5. Promotion with Transfer

Meaning: An employee may be promoted and simultaneously transferred to another branch or unit.

Example: A supervisor is promoted to branch manager in another city.

6. Waiting List

Meaning: Previously suitable candidates who could not be appointed because vacancies were unavailable may be called later.

Example: A candidate from an earlier selection list is offered a later vacancy.

External Sources of Recruitment - Part 1

1. Through Advertisement

Meaning: Vacancies are advertised in newspapers, business journals, periodicals or other suitable media so many candidates can apply.

Example: A company advertises a finance vacancy in a newspaper and online.

2. Through Employment Exchange

Meaning: The organization obtains details of registered job seekers from employment exchanges.

Example: An employer requests a list of candidates with specified qualifications.

3. Through Educational Institutions

Meaning: Organizations recruit qualified students directly from colleges, universities and institutions.

Example: A company conducts campus recruitment at a management institute.

4. Through Trade Unions

Meaning: Trade unions may help provide workers where such recruitment is common.

Example: A factory approaches a union for experienced workers.

External Sources of Recruitment - Part 2

5. Through Contractors and Jobbers

Meaning: Businesses may use contractors or jobbers who keep contact with labour and arrange workers when required.

Example: A construction firm obtains labour through a contractor.

6. Recruitment at the Gate

Meaning: Workers may be recruited directly at the factory gate, especially for daily-wage or similar work.

Example: A factory announces temporary labour vacancies at its gate.

7. Modern Methods

Meaning: The chapter recognizes the increasing use of internet-based and other modern recruitment methods.

Example: Candidates submit applications through an online recruitment portal.

EXAM IMPORTANT

For 'sources of recruitment', first classify into Internal and External, then explain source-wise.

Internal vs External Recruitment

Basis	Internal Recruitment	External Recruitment
Source	Existing employees / internal arrangements	Candidates from outside the organization
Main Examples	Promotion, transfer, waiting list	Advertisement, institutions, exchanges, contractors
Employee Familiarity	Organization already knows the employee	Candidate is comparatively less known initially
Opportunity	Creates growth opportunities for existing staff	Brings new people and outside talent
Speed	May be quicker for suitable internal candidates	May take more time depending on source

5.3.4 Selection - Meaning

Meaning: Selection is the process of choosing the most suitable candidate from the applications received.

In Simple Words: Recruitment brings candidates in; selection decides who should actually be appointed.

KEY TERM - SELECTION

The process of evaluating applicants and choosing the most suitable candidate for employment.

SMIT SIR'S NOTE

The source explains that selection methods may vary according to organization and type of job.

5.3.4.1 Process of Selection - Overview

Step	Stage
1	Preliminary Meeting / Receiving and Screening of Applications
2	Receiving and Screening of Applications
3	Taking Necessary Tests
4	Personal Interview
5	Checking References
6	Preliminary Selection
7	Physical / Medical Examination
8	Appointment Letter
9	Induction into the Organization and Allotment of Work

REMEMBER THIS

Selection flow: Welcome -> Screen -> Test -> Interview -> Reference -> Select -> Medical -> Appointment -> Induction.

1. Preliminary Meeting

Explanation: The candidate is welcomed and given basic information about the organization and post. Basic details may also be checked.

Example / Purpose: This helps avoid wasting time when the candidate is clearly unsuitable.

2. Receiving and Screening of Applications

Explanation: Applications and supporting documents are received and screened for education, experience, age, qualifications and other requirements.

Example / Purpose: Candidates not meeting minimum requirements are removed at this stage.

3. Taking Necessary Tests

Explanation: Different tests are used according to the job to assess ability, interest, skill, attitude or personality.

Example / Purpose: A technical post may require a trade test; managerial work may require aptitude testing.

Selection Tests

Test	Purpose
IQ Test	Measures intelligence, memory, smartness, decision-making and thinking ability.
Aptitude Test	Finds whether the candidate has interest or suitability for specific work.
Trade Test	Checks the technical or practical skill required for the job.
Psychological Test	Studies nature, self-confidence, attitude and behavioural qualities.

EXAM IMPORTANT

Do not mix Aptitude Test and Trade Test. Aptitude checks suitability/interest; Trade Test checks practical job skill.

4. Personal Interview

Explanation: Candidates who pass the required tests are interviewed by a committee or responsible officials. Work-related questions and suitability are examined.

Purpose: The interviewer studies communication, confidence and job-related understanding.

5. Checking References

Explanation: References such as previous employers are contacted to verify the candidate's background and suitability.

Purpose: This helps the organization obtain an outside opinion about the candidate.

6. Preliminary Selection

Explanation: Interview findings and reference information are used to prepare a selected list of suitable candidates.

Purpose: The organization may keep some candidates on a waiting list.

7. Physical / Medical Examination

Explanation: Selected candidates are medically examined where required to ensure physical fitness for the job.

Purpose: This is especially important where the work has specific physical demands.

8. Appointment Letter

Explanation: The selected candidate receives a formal appointment letter containing duties, responsibility, salary/compensation and other terms.

Purpose: The appointment letter converts selection into a formal offer of employment.

9. Induction and Allotment of Work

Explanation: The new employee is introduced to the organization, policies, environment, superiors and colleagues and is then allotted duties.

Purpose: Induction helps the employee adjust to the organization and understand the job.

EXAM IMPORTANT

For the selection-process answer, write all 9 stages in correct order. This is one of the most important chapter answers.

Recruitment vs Selection

Basis	Recruitment	Selection
Meaning	Attracting / acquiring applicants	Choosing the most suitable applicant
Nature	Positive - increases applicant pool	Screening / choosing process
Objective	Get suitable candidates to apply	Appoint the best-fit candidate
Stage	Before selection	After recruitment
Outcome	Pool of applicants	Final selected employee(s)

REMEMBER THIS

Recruitment = Invite. Selection = Choose.

5.4.1 Training - Concept

Meaning: Training is the process of providing theoretical and practical knowledge to employees so they can perform their work with greater efficiency, skill and proficiency.

In Simple Words: Training improves how an employee performs the present job.

KEY TERM - TRAINING

A process of improving job-related theoretical knowledge, practical skill, efficiency and proficiency of employees.

Example: Employees are trained to use a newly introduced accounting software.

REMEMBER THIS

Training is generally job-centred and short-term.

5.4.1.2 Importance of Training

No.	Importance	Core Benefit
1	Modern Information	Employees learn new technology and modern work methods.
2	Safety	Proper training reduces accidents and carelessness.
3	Increase in Satisfaction	Employees become more confident and satisfied.
4	Reduction in Labour Turnover	Higher skill and growth opportunities can reduce employee exits.
5	Increase in Profit	Efficiency can improve production and profitability.
6	Reduction in Expenses	Better efficiency can reduce waste and cost.
7	Growth and Development of Employees	Knowledge, skill and ability increase.
8	Other Benefits	Quality, discipline, co-operation and loyalty may improve.

1. Modern Information

Explanation: Training informs employees about new technology, equipment and updated methods.

Example: Workers learn how to operate a newly installed machine.

2. Safety

Explanation: Proper instruction reduces accidents caused by incorrect use of tools and machines.

Example: Safety training teaches correct machine-handling procedures.

3. Increase in Satisfaction

Explanation: Skill development increases confidence and helps employees perform better.

Example: An employee feels more comfortable after software training.

4. Reduction in Labour Turnover

Explanation: Employees who gain skills and improvement opportunities may be more likely to remain with the organization.

Example: Training can support promotion and career improvement.

5. Increase in Profit

Explanation: Higher employee efficiency can improve output and reduce loss, supporting profitability.

Example: Trained workers produce more accurately.

6. Reduction in Expenses

Explanation: Efficiency, lower wastage and fewer mistakes can reduce operating costs.

Example: Fewer defective units reduce material cost.

7. Growth and Development of Employees

Explanation: Training increases skill, knowledge and intelligence and supports personal improvement.

Example: A junior employee learns advanced office skills.

8. Other Benefits

Explanation: Training can improve product quality, prestige, discipline, loyalty, co-operation and enthusiasm.

Example: Well-trained service staff improve customer experience.

EXAM IMPORTANT

Importance of training: Modern knowledge, Safety, Satisfaction, Lower turnover, Profit, Lower cost, Growth, Other benefits.

5.4.2 Development - Concept

Meaning: Development is the process of imparting theoretical and practical knowledge to top-level and departmental heads so they can improve their wider managerial capabilities.

In Simple Words: Development prepares managers for future responsibilities, broader decisions and higher-level challenges.

KEY TERM - DEVELOPMENT

A long-term process of improving managerial knowledge, ability, judgement and future capability.

Example: A department head attends a leadership and strategic decision-making programme.

REMEMBER THIS

Training improves the current job. Development prepares for the future role.

5.4.2.2 Importance of Development

No.	Importance	Core Benefit
1	Increase in Technical Knowledge	Managers update knowledge as business conditions change.
2	Research and New Ideology	Managers learn new ideas, methods and research.
3	Development of the Organization	Development supports national/international growth and change.
4	Optimum Use of Resources	Better managerial ability improves resource use.
5	Solution to Problems	Managers become better at solving new and difficult problems.
6	Effective Supervision	Technical and mental ability for supervision improves.
7	Reduce Stress	Managers become better prepared for challenges and pressure.
8	Development Programmes	Planned programmes help managers meet future challenges.

1. Increase in Technical Knowledge

Explanation: Managers need updated technical and business knowledge as conditions change.

Example: A manager learns digital supply-chain tools.

2. Research and New Ideology

Explanation: Development exposes managers to new research, methods and ideas that improve decision-making.

Example: A department head studies new management approaches.

3. Development of the Organization

Explanation: Capable managers help the organization respond to national and international changes.

Example: A growing company develops managers for new branches.

4. Optimum Use of Resources

Explanation: Better managers can use money, people, time and technology more effectively.

Example: A trained manager redesigns workflows to reduce idle time.

5. Solution to Problems

Explanation: Development improves the ability to solve new and complex organizational problems.

Example: A manager handles an unexpected supply disruption.

6. Effective Supervision

Explanation: Development strengthens technical understanding and mental ability for supervising work.

Example: A department head gives clearer decisions and guidance.

7. Reduce Stress

Explanation: Prepared managers can handle challenges, confusion and business pressure more confidently.

Example: Leadership development improves decision confidence.

8. Development Programmes

Explanation: Regular development programmes prepare officers for changing business needs and future challenges.

Example: Managers attend planned executive-development programmes.

EXAM IMPORTANT

Development in the source is mainly connected with top-level and departmental heads. Keep that framing in board answers.

Difference between Training and Development

Basis	Training	Development
Meaning	Improves theoretical/practical knowledge for employees' work	Improves broader managerial knowledge and ability
Objective	Increase efficiency and productivity in present work	Enhance managerial talent and future decision capability
Centre Point	Present work/job	Future career and future challenges
Time & Expense	Generally short-term and less expensive	Long-term and comparatively more expensive
Who Imparts?	Experienced employees, experts or supervisors	Educational institutions and experts of various fields
To Whom?	Staff at bottom level / operating employees	Executives and departmental heads at middle/top levels

SMIT SIR'S NOTE

This comparison follows the textbook's own framing. Use the same six bases in the exam.

Chapter Glossary

Term	Simple Meaning
Staffing	Acquiring, selecting, developing and maintaining required employees.
Manpower Planning	Planning the number and type of employees required.
Recruitment	Attracting suitable candidates to apply for jobs.
Internal Recruitment	Filling vacancies through internal organization-related sources.
External Recruitment	Obtaining candidates from outside sources.
Selection	Choosing the most suitable applicant.
IQ Test	Test of intelligence and thinking ability.
Aptitude Test	Test of interest or suitability for specific work.
Trade Test	Test of practical/technical job skill.
Psychological Test	Test of personality, attitude and behavioural qualities.
Interview	Face-to-face assessment of a candidate.
Reference Check	Verification of candidate background through references.
Induction	Introducing a new employee to the organization and job.
Training	Improving present-job knowledge and skill.
Development	Long-term improvement of managerial capability and future readiness.

Common Mistakes Students Make

COMMON MISTAKE

Wrong idea: Staffing means recruitment only.

Correct idea: Recruitment is only one part of staffing; staffing also includes selection, training, development, promotion and transfer.

COMMON MISTAKE

Wrong idea: Recruitment and selection are the same.

Correct idea: Recruitment attracts applicants; selection chooses the most suitable applicant.

COMMON MISTAKE

Wrong idea: Promotion is an external source.

Correct idea: Promotion is an internal source of recruitment.

COMMON MISTAKE

Wrong idea: Advertisement is an internal source.

Correct idea: Advertisement is an external source.

COMMON MISTAKE

Wrong idea: Aptitude Test and Trade Test are the same.

Correct idea: Aptitude tests suitability/interest; Trade Test checks practical skill.

COMMON MISTAKE

Wrong idea: Appointment letter comes before medical examination in the textbook process.

Correct idea: The source sequence places medical examination before appointment letter.

COMMON MISTAKE

Wrong idea: Training and development are identical.

Correct idea: Training is present-job focused; development is broader and future-oriented.

COMMON MISTAKE

Wrong idea: Development is only for bottom-level workers.

Correct idea: The textbook mainly connects development with top-level management and departmental heads.

How to Write Major Answers in the Exam

Q1. Explain Characteristics of Staffing

Best structure: Meaning -> 6 characteristics -> short explanation.

Q2. Explain Importance of Staffing

Best structure: Short introduction -> 7 importance points.

Q3. Explain Sources of Recruitment

Best structure: First classify Internal and External -> explain each source separately.

Q4. Explain the Selection Process

Best structure: Write all 9 stages in correct order, then explain each.

Q5. Explain Importance of Training

Best structure: Meaning -> 8 importance points -> one-line explanation.

Q6. Explain Development and its Importance

Best structure: Meaning -> 8 importance points.

Q7. Differentiate Training and Development

Best structure: Use a comparison table with the textbook's six bases.

EXAM IMPORTANT

This chapter is process-heavy. Sequence + classification + comparison are the three presentation skills that matter most.

Practice Set A - MCQs

1. Staffing mainly deals with:

- A. human resources
- B. only machines
- C. only finance
- D. only production

2. Which is an internal source of recruitment?

- A. Promotion
- B. Advertisement
- C. Employment exchange
- D. Campus recruitment

3. Which is an external source of recruitment?

- A. Transfer
- B. Waiting list
- C. Advertisement
- D. Promotion

4. Recruitment is the process of:

- A. attracting applicants
- B. selecting the final candidate
- C. training only
- D. transferring only

5. Selection is mainly concerned with:

- A. choosing the most suitable candidate
- B. inviting maximum candidates
- C. giving promotion
- D. planning production

6. Which test checks practical job skill?

- A. Trade test
- B. IQ test
- C. Psychological test
- D. Aptitude test

7. Which test checks intelligence and thinking ability?

- A. IQ test
- B. Trade test
- C. Medical test
- D. Interview

8. Which test checks suitability or interest for a specific job?

- A. Aptitude test
- B. Trade test
- C. IQ test
- D. Medical test

9. Which stage normally follows interview?

- A. Checking references
- B. Advertisement
- C. Recruitment
- D. Promotion

10. Which stage introduces the new employee to the organization?

- A. Induction
- B. Advertisement
- C. Transfer
- D. Promotion

11. Training mainly improves:

- A. present-job knowledge and skill
- B. only future ownership
- C. market price
- D. capital structure

12. Development is mainly connected with:

- A. broader managerial capability
- B. only daily routine skill
- C. advertising
- D. salary payment

13. Which is an importance of training?

- A. Safety
- B. More accidents
- C. More wastage

- D. Higher turnover

14. Which is an importance of development?

- A. Solution to problems
- B. Less knowledge
- C. More stress
- D. No supervision

15. Training is generally:

- A. shorter-term than development
- B. longer-term than development in all cases
- C. unrelated to work
- D. only for customers

Practice Set B - Conceptual MCQs

16. A company promotes a clerk to supervisor. Which recruitment source?

- A. Internal - Promotion
- B. External - Advertisement
- C. External - Gate
- D. External - Contractor

17. A company hires fresh graduates from a university campus. Which source?

- A. Educational institution
- B. Waiting list
- C. Transfer
- D. Promotion

18. A candidate is asked to operate the machine used in the job. Which test?

- A. Trade Test
- B. Aptitude Test
- C. IQ Test
- D. Reference Check

19. A candidate's previous employer is contacted. Which selection stage?

- A. Checking References
- B. Induction
- C. Recruitment
- D. Medical examination

20. A selected employee receives salary, duties and terms in writing. Which stage?

- A. Appointment Letter
- B. Preliminary Meeting
- C. Trade Test
- D. Advertisement

21. Employees learn a newly introduced machine. Which concept?

- A. Training
- B. Recruitment
- C. Selection
- D. Promotion

22. A department head attends a leadership programme for future responsibilities. Which concept?

- A. Development
- B. Recruitment
- C. Transfer
- D. Screening

23. A business regularly estimates how many employees will be required next year. Which HR activity?

- A. Manpower planning
- B. Promotion only
- C. Controlling only
- D. Sales planning

24. A company provides training to reduce accidents. Which training benefit?

- A. Safety
- B. Turnover increase
- C. More cost
- D. No benefit

25. A manager improves ability to handle future complex problems. Which development benefit?

- A. Solution to Problems
- B. Advertisement
- C. Waiting List
- D. Recruitment at Gate

MCQ Answer Key

Q	Ans
1	A
2	A
3	C
4	A
5	A
6	A
7	A
8	A
9	A
10	A
11	A
12	A
13	A
14	A
15	A
16	A
17	A
18	A
19	A
20	A
21	A
22	A
23	A
24	A
25	A

SMIT SIR'S NOTE

When solving MCQs, first identify whether the question is about staffing, recruitment source, selection stage/test, training or development.

Exam Question Bank - One Sentence

- Give the full forms of IIM, IIT and HRM.
- What is recruitment?
- What is development?
- What is training?
- State the base of the selection process.
- State any two psychological tests used in selection.
- What is staffing?
- Why is staffing called a continuous process?

Exam Question Bank - Short Answers

- State the difference between recruitment and selection.
- State the internal and external sources of recruitment.
- Explain any four characteristics of staffing.
- Why is staffing related to other managerial functions?
- Why is an efficient staff an invaluable asset?
- Why is training an expensive but essential process?
- What can be known through IQ and aptitude tests?
- Explain the meaning and objective of personal interview.

Exam Question Bank - Brief / Detailed Answers

Brief-answer questions:

- Write a note on staffing as a part of Human Resource Management.
- State the difference between Training and Development.
- Explain why an efficient staff is an invaluable asset.
- Explain the statement: Staffing is like the different limbs of the organization.
- Explain why training is expensive but beneficial.

Detailed-answer questions:

- Explain the meaning and characteristics of staffing.
- Explain the importance of staffing.
- What is recruitment? Discuss internal and external sources in detail.
- Explain the selection process in detail.
- Explain the meaning and importance of training.
- Give the meaning of development and explain its importance.

Application / Case-Based Practice

Case 1

A business fills a supervisor vacancy by promoting an existing clerk. Which source of recruitment?

Answer: Internal source - Promotion.

Case 2

A company invites applications through a newspaper. Which source?

Answer: External source - Advertisement.

Case 3

A candidate is asked to perform the actual machine operation required by the job. Which test?

Answer: Trade Test.

Case 4

The company checks a candidate's previous employer before final selection. Which selection stage?

Answer: Checking References.

Case 5

A new employee is introduced to policies, colleagues and work after appointment. Which stage?

Answer: Induction and allotment of work.

Case 6

Workers are taught safe operation of a new machine. Which staffing activity?

Answer: Training.

Case 7

Department heads attend an executive programme to improve future decision-making. Which activity?

Answer: Development.

Case 8

The firm estimates next year's employee requirement before recruitment begins. Which HR activity?

Answer: Manpower Planning.

5-Minute Chapter Revision

Staffing: Acquire, select, train, develop and maintain required employees.

Characteristics: Important function, continuous, human-relations based, dynamic, linked with other functions, wide scope.

Importance: Driving force, dynamic, supports other functions, enables growth, job satisfaction, harmony, continuity.

HRM Link: Manpower planning + compensation and staff development.

Recruitment: Attract suitable applicants.

Internal Sources: Promotion, transfer, employee references, recalled workers, promotion with transfer, waiting list.

External Sources: Advertisement, employment exchange, educational institutions, trade unions, contractors/jobbers, gate, modern methods.

Selection: Preliminary meeting -> screening -> tests -> interview -> references -> preliminary selection -> medical -> appointment -> induction.

Training: Present-job skill and efficiency.

Development: Future managerial ability and broader capability.

EXAM IMPORTANT

Ultra-short memory: Right Person -> Right Job -> Right Skill -> Right Growth.

One-Page Master Revision Sheet

Topic	Must Remember
Staffing	Human-resource managerial function
Characteristics	Important, continuous, human, dynamic, linked, wide scope
Importance	Drive, adapt, support, grow, satisfy, harmonize, continue
Internal Recruitment	Promotion, transfer, references, recall, promotion+transfer, waiting list
External Recruitment	Ad, exchange, institutions, union, contractor, gate, modern
Selection	9-stage process
Tests	IQ, aptitude, trade, psychological
Interview	Face-to-face suitability assessment
Reference Check	Background verification
Appointment	Formal employment offer
Induction	Introduction to organization and job
Training	Present job, short-term, skill/efficiency
Development	Future role, long-term, managerial capability

Have You Mastered This Chapter?

- ☐ I can define staffing in my own words.
- ☐ I can explain all characteristics and importance points.
- ☐ I can classify internal and external recruitment sources.
- ☐ I can write all 9 selection stages in order.
- ☐ I can explain the four selection tests.
- ☐ I can explain training and its importance.
- ☐ I can explain development and its importance.
- ☐ I can write the Training vs Development comparison.
- ☐ I can solve the MCQs and cases without guessing.

CHAPTER 5 COMPLETE

Staffing

SMIT SIR'S FINAL MESSAGE

Staffing is the bridge between an organization chart and actual performance. Jobs become meaningful only when the right people are recruited, selected, trained and developed for them.

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