
UNIT 6 STAFFING & DIRECTING

Objectives

After going through this unit, you should be able to:

- Understand the concept of staffing
- Know the important functions of staffing
- Acknowledge the importance of staffing
- Identify the characteristics of staffing
- Recognize the important elements of staffing
- Understand the concept of directing
- Identify the characteristics of directing
- Recognize the important elements of directing
- Acknowledge the principles of directing

Structure

- 6.1 Introduction
- 6.2 Staffing
- 6.3 Characteristics of staffing
- 6.4 Training and Development
- 6.5 Directing
- 6.6 Summary
- 6.7 Self-assessment questions
- 6.8 References/ Further Readings

6.1 INTRODUCTION

Talented and hardworking people are the foundation of any firm. Talented and hardworking people are the principal assets of an organization. It is an entrenched fact that progress of a firm needs the regular infusion of an eminent staff. Therefore, for the success of any firm, provision for relevant human resources or adequate staffing is essential. It is also believed that the objectives of an organization can be achieved only when the right person is placed on the right position.

Directing is defined as giving instructions and directing people in executing their work. In order to obtain few predetermined objectives, directing is carried out. When one talks about the management of an organization, directing is one of the crucial managerial functions and is defined as a process of guiding, motivating, instructing, counselling and supervising people to attain certain objectives. It encompasses various elements like communication, leadership, motivation and communication.

6.2 STAFFING

The procedure of employing qualified candidates in the company or organization for particular positions. Staffing as defined by management is an action of hiring the personnel by reviewing their competence, knowledge and providing them particular job roles accordingly. Staffing is one of the most vital management function. It includes the procedure of fulfilling the available position of the correct personnel at the correct job, at correct time. Consequently, each thing will take place in the correct manner. For every organization, human resource is of the utmost importance as in any organization entire resources like money, equipment, machines etcetera can be acquired constructively and efficiently through productive endeavours of human resource. Hence, it is extremely important for every employee to get correct position in the company in order to get accurate job, as per their talent, capability, and specialization which may provide help to the organization in order to attain the pre-determined goals in the appropriate manner by the full contribution of manpower. Therefore, it can be inferred that staffing is a crucial function of each business corporation.

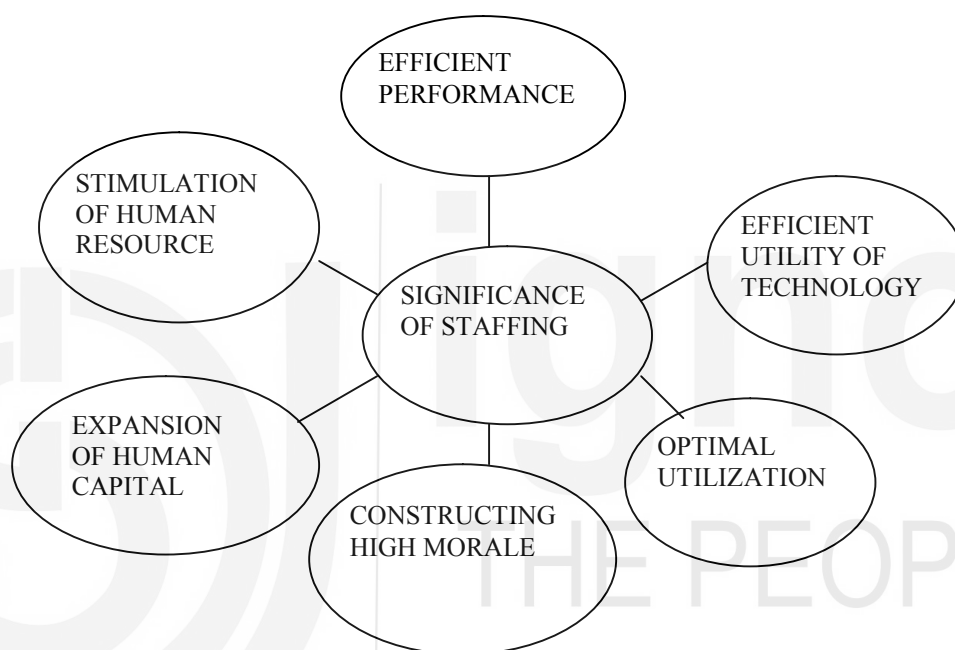
FUNCTIONS OF STAFFING



1. **Procure qualified personnel-** obtaining a qualified workforce for various job positions in the company is the most important purpose of staffing.

2. **Recruitment of a right person-** higher performance and maximum productivity can be attained through recruiting the correct person for the accurate jobs
3. **Promoting the optimal application of HR-** the optimum utilization of HR can be achieved through different aspects.
4. **Enhancing job satisfaction-** through employment of the correct person, job satisfaction along with morale of the employee strengthens.
5. **Ensuring growth of the organization-** growth and continuity of the company is ensured by development of managers.

IMPORTANCE OF STAFFING



1. **Efficient performance-** staffing is the key for performing other functions efficiently.
2. **Efficient utility of technology-** while performing the function of staffing' management can ensure the accurate kinds of personnel.
3. **Optimal utilisation-** a large amount of money is spent on recruiting, selecting, training and developing employees. In order to get an optimal output the function of staffing should be efficient.
4. **Constructing high morale-** the accurate work climate should be built for the employers to contribute to the procurement of the organizational objectives. A fine work climate not only ensures job satisfaction but also helps in boosting morale. This can be achieved through efficient staffing.
5. **Expansion of human capital-** since management has to train and advance the existing workers for advancement in career, therefore the concern of the staffing is the requirement of human capital.
6. **Stimulation of human resource-** the behaviour of an individual in an organization is influenced by multiple factors like socio-cultural factors,

education level etc. Hence, human aspects are very important so that employees remain motivated through incentives (financial/ non-financial) and perform their duties properly.

6.3 CHARACTERISTICS OF STAFFING

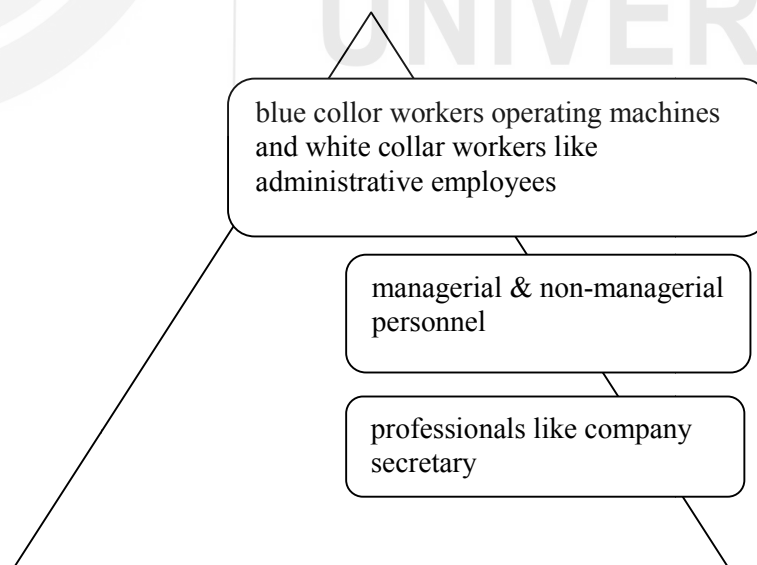
PEOPLE CENTRED

MANAGERIAL RESPONSIBILITY

HUMAN SKILLS

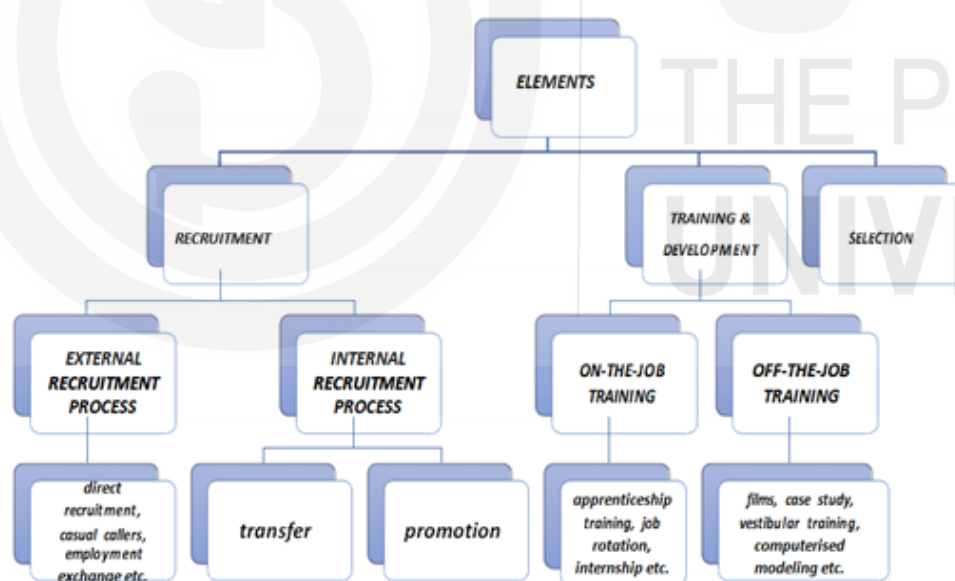
CONTINUOUS FUNCTION

1. **PEOPLE CENTRED-** staffing can be broadly perceived as a function of people centred and hence it is pertinent to all kinds of organization. It has to do with the group of personnel from topmost to the bottom most of the organization.



2. **MANAGERIAL RESPONSIBILITY-** the most fundamental function of management is staffing which incorporates that the manager is involved in performing the function of staffing continuously. Managers are actively related with the employment, selection, teaching and evaluation of his subordinates. Hence, the chief executive, managers of department and foremen in association with their subordinates perform the activities.
3. **HUMAN SKILLS-** the chief concern of the staffing function is with training and development of various types for human resource. Hence, the human relation skill should be used by managers in order to provide the subordinates with appropriate guidance and training of the function of staffing is executed properly, then in an organization, human relations will be amiable and will be performed mutually in an organized fashion.
4. **CONTINUOUS FUNCTION-** For a start -up or a well-established firm, it is important to perform the function of staffing. In a new organization, employment, selection and training of personnel has to be done, whereas in already established organization every single manager should be involved for various activities of staffing. Therefore, it is the responsibility of the manager to look after all the employees so that overall objectives of a company can be achieved by completing the work assigned.

IMPORTANT ELEMENTS



- **RECRUITMENT-** recruitment is defined as prompting maximum number of candidates to apply in the organization for vacant position of job. The function of recruitment is very essential because the conclusion of recruitment function is accepting huge number of applications in order to make selection from them. The two types of recruitment process are-
 - a. **Internal Recruitment Process-** in internal recruitment process unoccupied job positions are filled up by the already existing

workers of the company. No applicants from outside is allowed in the internal source.

Advantages of internal recruitment process are-

1. It is efficient and economical
2. It stimulates the already existing employees
3. Time required for training is less
4. Chances of turnovers are also less because employees are familiar with the organization's rules and regulations
5. It also helps in improving employee's performance as in order to get promotion better performance is shown by employees.
6. Employees are trained through transfer also as in the manifestation of job rotation.
7. Remaining workers can be moved to other department through transfer.

Disadvantages-

1. No novel ideas will approach in the organization.
2. Limited choices will be there
3. Not satisfactory for new organization
4. Due to frequent transfer productivity of employees may get reduced.

Methods of Internal Recruitment-

1. **Transfer-** transferring means carrying clients from one job position to another at the identical authority. The compensation level along with the authority level remain unchanged with the transfer. Prestige, rank and responsibilities also remained unchanged. The only thing which changes is the working place. Eg: when a clerk is transferred from accounts to purchase department.
 2. **Promotion-** promotion means transfer of employees from the current job position to higher authority level. With the promotion aspects like prestige, rank, employee's responsibility along with the authority level enhances.
- b. External Recruitment Process-** external recruitment is defined as a process in which applications for filling the vacant job position are invited from outside the organization. It is preferred when a huge number of job positions are unoccupied.

Advantages-

1. Fresh and novel talent contributes in the organization.
2. Wide array of options are available
3. Management comes across trained and qualified personnel.

4. Campus placement is a way through which organizations can procure employees who have knowledge about latest technology.
5. Through external recruitment competitive spirit developed in the existing employees.

Disadvantages-

1. Downfall in the self-esteem of existing employees.
2. New employees may find it difficult to adjust the existing rules and regulations, this indicates more turnover chances.
3. It is expensive and time consuming process.

Methods of External Recruitment-

1. **Direct Recruitment-** it is more appropriate for unskilled job positions like peon etc.
2. **Casual Callers-** recruiting candidates from waiting list.
3. **Media Advertising-** getting the vacant job position advertised.
4. **Employment Exchanges-** act as an intermediate between the organizations who are recruiting and the job seekers.
5. **Agencies for Placement and Management Consultant-** they ask for bio data and record from different seekers of job and address them to appropriate clients.
6. **Campus Recruitment-** many organizations visit the technical institutes and professional colleges to recruit fresh graduates according to the requirements.
7. **Recommendation from Existing Employees-** many organizations ask their employees to recommend the names of known people whom they find suitable for vacant job position.
8. **Labour Contractors-** labour contractors are in immediate contact with labours so that they can provide the unskilled workers at a short time period.
9. **Advertisement on Television-** recruitment of vacant job position is broadcasted on different channels.
10. **Web Publishing-** websites which provide information regarding job seekers and the companies. Eg: Naukri.com etc.
11. **Factory Gate-** in the factory or the workshops various people enquire about the unoccupied job positions at the factory gate only. It is appropriate for unskilled job positions like machine operator, etc.
 - **SELECTION-** the process of finding the most appropriate candidate for the unoccupied job position in the organization is called selection.

Steps performed in the selection process are-

1. **Preliminary Screening:** preliminary interview is conducted for the candidates whose applications are selected. It is conducted by HR managers. It is conducted to evaluate the self-esteem of the candidate.
2. **Selection Test:** some organizations discover the pragmatic knowledge of applicants through written test. Depending upon the need of the organization the kind of test to be conducted is decided. Different kinds of tests conducted by the companies are-
 - a. *Intelligence test-* conducted to check the employee's efficiency level.
 - b. *Aptitude test-* conducted to discover the learning potential of the applicant.
 - c. *Personality test-* conducted to discover the human behaviour of the applicant.
 - d. *Trade test-* conducted to evaluate the knowledge and competence of the applicant related to unoccupied job position.
 - e. *Interest test-* conducted to explore the job in which applicant has maximum interest.
3. **Employment Interview:** after qualifying the test candidates are called for interviews. The final interview is conducted by the panel of experts. Specialised or professional knowledge of candidate is evaluated. Candidate is also given a chance to clarify the doubts regarding work condition, salary or any other doubts.
4. **Scrutinizing the references and background:** when a candidate is selected in the interview his/her references are contacted to enquire about the character of the candidate.
5. **Selection Decision:** selection list includes interview and references check. The most appropriate candidate is selected from the selection list.
6. **Medical examination:** selected candidates are directed to the medical fitness test before handing over the appointment letter.
7. **Job Offer:** the candidates who qualify the medical test are offered job by the means of letter of appointment.
8. **Contract of Employment:** when the job offer is accepted by the candidate, he or she signs the employment's contract. The contract of employment includes the title of the job, payrolls, allowances etc.

6.4 TRAINING AND DEVELOPMENT

Training means preparing the employees with the competence and skill which are required to perform the job. The overall growth of an employee is referred as development. The focus of development is the personal growth of an employee.

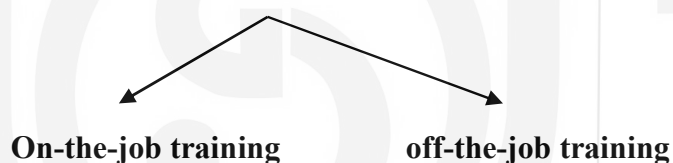
If an accountant is sent for orientation programme to enhance the conceptual skills is the example of development. Whereas, if an accountant is sent to

learn the new technology for accounting which ensures fast and accurate books of account is called training.

Advantages-

- a. Learning time is reduced
- b. Better performance
- c. Formation of positive attitude and motivation
- d. Helps in finding solutions to operational problems like absenteeism, lack of team work etc.
- e. Managing the needs of manpower
- f. Helps to modify changes
- g. Beneficial for employees like-
 - Provides finer career options
 - Helps in earning more
 - Enhances the morale
 - Reduces the chances of accidents

Methods of training-



ON-THE-JOB TRAINING- on-the-job-training is defined as the training which is provided to the employees when they are carrying out the job. In this method the workers learn by executing. It is appropriate for technical jobs. It provides an opportunity for employees to access practical knowledge. It should be avoided when one has to deal with sophisticated and costly machines as it results in wastage of knowledge.

Techniques of On-the-job-Method:

1. **Apprenticeship training**-apprenticeship training programmes are conducted for those workers who strive to go in for skilled jobs. A trained master worker is appointed who guides the learner about the skill or competence of the job.
2. **Job Rotation**- in order to enlighten the employee about the requirements of various job positions he/she is transferred from one job position to another for short duration of time.
3. **Internship**- professional institutes send their students to the corporate sector so that students can apply their theoretical knowledge learnt in the institutes. Students are paid stipend which is a less amount of salary.

4. **Coaching**-trainee is instructed by a superior guide called coach. The coach guides an employee on various aspects like how to overcome weakness and make it a strength etc.
5. **Induction Training**- also known as orientation training. It is described as the process of greeting an employee when he first joins the organization. An employee is provided with the information of the organization like company's history, operation, products, services, rules, responsibilities, promotion, terms & conditions etc.

OFF-THE-JOB TRAINING- employee is taken away from the workplace. Employee is sent for the training of appropriate job positions like managerial job position. In order to train the managers conferences and seminars are held.

Techniques of Off-the-job-Method:

1. **Conferences or Classroom Lectures**- consultation is the actual meaning of conference. It is the most systematic way to convey a specific information.
2. **Vestibule School**- it means the duplicate model of a company. It is used in the place of on-the-job training when costly and sophisticated machines are involved. Therefore, a dummy model of machine is prepared.
3. **Films**- in certain cases showing movies to the employees are also very effective. Through demonstrative skill movies can impart crucial information on different techniques.
4. **Case study**- in this method a real problem faced by managers is discussed. Trainees are expected to provide alternatives and suggestions to solve the problem. It also acts as a bridge between the theoretical and practical knowledge.
5. **Computerized Modeling and Scheduled Instruction**- a computer is programmed in such a way that it demonstrates an actual problems of job along with the solutions to overcome these problems. It is a cost effective program which provides a great learning environment to the employees.

CASE STUDY ON STAFFING

Governance of Human Resources at INFOSYS.

The former CEO of Infosys Narayana Murthy stated that the assets of the organization moved out every evening. They have to ensure that their assets return the next morning.

Infosys is an organization of consulting and software services. In order to affirm their asset value it includes human resources on its balance sheet. The following rationale has been given for the same as: certain financial and non-financial parameters of the company determine its long term success. The contemporary non-financial parameter that challenges the utility of evaluating the success of the firm exclusively on traditional measures is human resource. Human resource is an umbrella term which encompasses

managerial skills, leadership, expertise, innovation and entrepreneurial. Staffing is inherent to human resource management. According to Infosys an individual is the biggest asset in sustaining its competitive position and realizes that assets can walk away easily. Therefore, as competitors at abroad and in India it wants to hold on to its IT talent due to which Infosys faced a difficulty on deciding the strategy to attract, hold on to and evolve its human assets in an extremely competitive and effective environment. The recent practices of human resource at Infosys is the consequence of the leader's vision and the culture they have generated. Narayana Murthy has a humble and straight-forward leadership style which is not common in the business world. He believes in allocating his wealth with his workers. He is credited for constructing a proximal and empowering culture at Infosys. His management style is grounded on western management.

Source: Sumita Raghuram, Fordham Graduate School of Business.

6.5 DIRECTING

Directing is defined as a procedure of guiding, counselling, instructing, leading, inspiring and overseeing people to the achievement of the goals of organization. It is an ongoing process of manager which continues throughout the organizational life. Directing is the chief component of managerial function. Without directing workforce will have no clue regarding the path to be followed. The various functions of management like staffing, organizing, planning etc. have no value without directing.

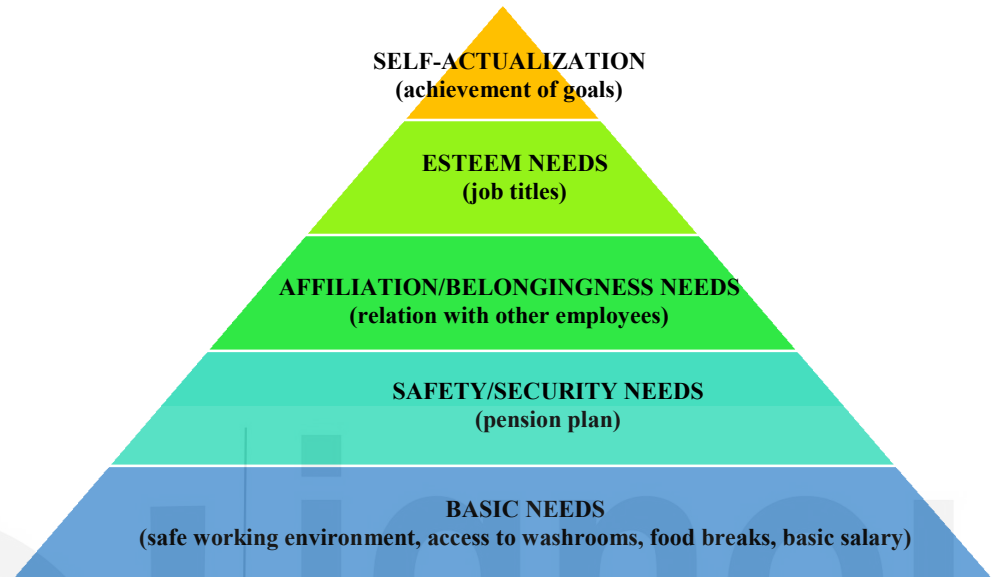
The various aspects of directing are-

a. **Supervision-** supervision can be comprehended as-

- an element of directing- as it is the duty of every manager in an organization to supervise his/her subordinates
- function performed by a supervisor- supervisor has a chief role in an organization because he/she is directly in contact with the workers whereas the other managers they have no direct contact with the workers of bottom level.



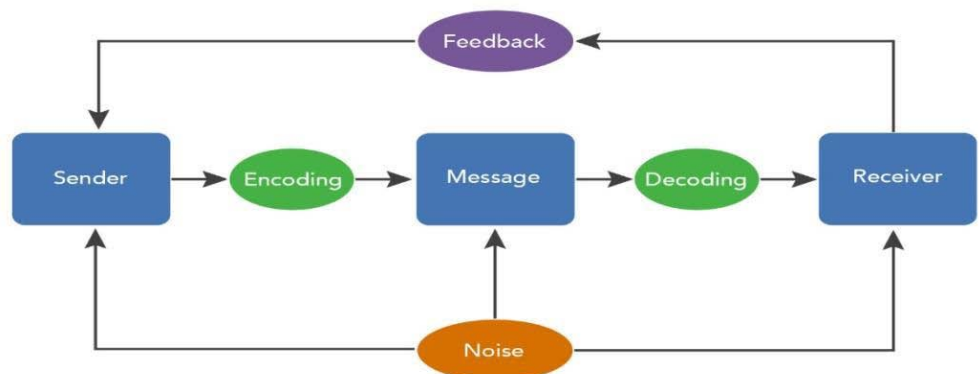
- a. **Motivation-** the process of invigorating people to act in order to attain desired goals and objectives is called motivation. Motivation relies upon persuading the needs of people. It is an essential element because it helps in enhancing the performance of employees by recognizing and identifying the requirements of human resources in the workplace. Hierarchy of an employee needs can be explained as-



- b. **Leadership-** leadership is the potential of an individual to nurture good interpersonal relations with his/her followers and stimulate or motivate the followers to contribute for accomplishing organizational objectives. Success of an organization depends upon its leader.

Example: success of Microsoft because of its leader Bill Gates, success of Reliance Industries because of its leader Ambanis.

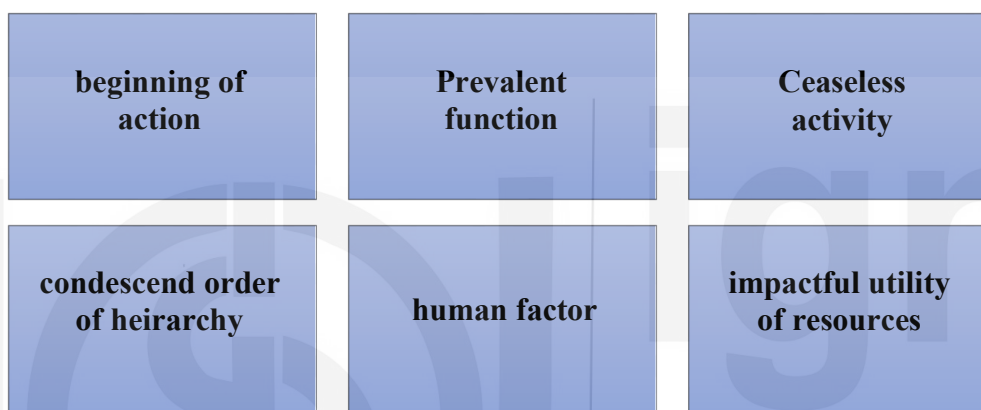
- c. **Communication-** communication plays an important role in accomplishment of a manager. The knowledge and intelligence of a manager is of no use if he/she is unable to build an effective communication with his/her subordinates and develop an understanding in them. Therefore, the communication skills of manager and employees are emphasised in an organization. Communication is defined as an exchange of feelings, ideas, facts among people in order to build a common understanding. Important elements of communication are-



- **Sender-** a person who conveys an idea or thoughts. Sender is the source of communication.

- **Encoding-** messages are converted into communication symbols like picture, gesture, etc.
- **Message-** content of ideas or thoughts which are to be communicated.
- **Decoding-** encoded symbols of the sender are converted.
- **Receiver-** communication of a sender is received by a person. This person is the receiver.
- **Feedback-** activity of a receiver which shows that whether he/she has received and understood the message or not
- **Noise-** obstruction to communication which can be caused to sender, message or receiver.

CHARACTERISTICS OF DIRECTING



1. **Beginning of Action-** in order to release the roles in an organization, managers perform directing functions in addition to staffing, controlling, planning and organizing. Other functions arrange action platform and action is initiated by directing.
2. **Prevalent Function-** directing plays a role at each level of the company. Directing exists at every superior-subordinate relationship as each manager guides and inspires his/her subordinates.
3. **Ceaseless Activity-** directing is an ongoing function because it continues through the life of a company regardless of the replacement of managers or employees.
4. **Condescend Order of Hierarchy-** the function of directing is exercised by each manager on the subordinate. It points flow from a top to bottom level of management.
5. **Human factor-** since there occurs an individual difference among employees, therefore every employee behaves differently in every situation. Hence, it is important for managers to address situation appropriately. Through directing, one can get the work completed by the employees and enhances organizational growth.
6. **Impactful Utility of Resources-** it includes determining the roles and responsibilities of each subordinate hence avoiding replication of efforts etc. and making use of employees, money, machine and material in the largest possible way. This way cost is reduced and profit is increased.

ELEMENTS OF DIRECTING



circulating orders & directions to subordinates



connection with subordinates



overall administration



prompting subordinates



leadership

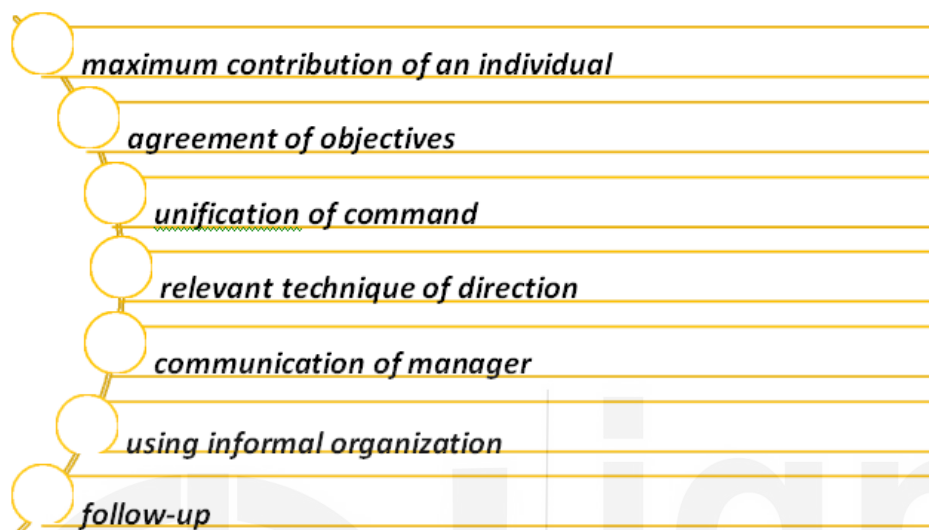


nurturing discipline and gratifying effective people

1. **Circulating orders and directions to subordinates-** it is an important step in the procedure of directing subordinates. An order is an essential tool for getting things completed. Orders may be formal, general, written or specific, informal and oral.
2. **Administration in a complete manner-** it means supervising the progress of daily work of subordinates and providing them proper guidance. The most important feature of supervision is face-to-face interplay between subordinate and supervisor. It also includes personal contact of supervisor to his subordinate. Supervision also helps in converting plans in action.
3. **Prompting subordinates-** prompting subordinates means motivating subordinates so that they work for achieving desirable objective. Among different factors of production only human factor is dynamic and give mobility to further physical resources. Motivation helps in keeping employees eager to perform better.
4. **Leadership-** leadership is defined as influence one exerts on others in order to guide them to perform in a manner that leader expects them to perform. Through leadership skill trust and zeal can be developed among subordinates.
5. **Connection with subordinates-** connection with subordinates can be built through communication by transmitting the ideas, feelings, facts etc. from one person to the other. It is the duty of manager to guide, supervise and monitor his subordinates about what, how and when to do different things.

6. **Nurturing discipline and gratifying effective people-** effective and efficient work can be done by employees if manager feasibly give directions by nurturing discipline and trust in the company. The outcome of the systematic work would be rewards in manifestation of bonus, incentive etc.

PRINCIPLES OF DIRECTING



1. **MAXIMUM CONTRIBUTION OF AN INDIVIDUAL-** those directing policies which motivate the employees to perform their maximum potential so that the goals and objectives of an organization are met, should be adopted by management. Maximum contribution of an individual is one of the most important principle of directing.
2. **AGREEMENT OF OBJECTIVES-** directing plays a vital role in keeping harmony of objectives between employees and organization in order to avoid the conflict which sometimes occur between the objectives of individual and organization. For example, organization would want to increase its profit and keep its maximum share, whereas the employees would want to have major share of the profit as it is the result of their hard work. Therefore, directing keeps balance of objectives between the employees and organization.
3. **UNIFICATION OF COMMAND-** according to the principle of unification of command solely one supervisor should give instructions to a subordinate at a time. Confusion can be created if a subordinate receives instructions from different supervisors at a time. This confusion also has a potential to result in conflict and disorganization and subordinate might not be able to give priority to the work.
4. **RELEVANT TECHNIQUE OF DIRECTION-** in order to supervise, communicate, monitor, motivate and lead the employees on the basis of their attitude, abilities, requirements and further situational variables, a relevant directing technique should be used.
5. **COMMUNICATION OF MANAGER-** instructions are clearly given to the employees. Managerial communication is important to ensure that

the employees have acknowledged the similar meaning which was supposed to be communicated.

6. **USING INFORMAL ORGANIZATION-** an informal group always exists within each formal organization. Those informal groups should be identified and used by managers to communicate information. This enables the free flow of information among supervisors and subordinates. An effective interchange of information is essential for organisation's growth.
7. **FOLLOW UP-** a follow-up is important to monitor whether subordinates are following the policies, instructions and procedures. A modification can be done if there is found to be any problem in implementation.

CASE STUDY ON DIRECTING

Grassroot Leadership: Ford Motor Company

Various competent managers and technicians were always attracted and fostered by Ford but same is not the case with change agents and leaders. An army of "warrior entrepreneurs" wants to be built by Ford.

Warrior entrepreneurs are people who have the competence and courage to drop old ideas and believes in dynamics of change. In order to capitalize the emanate opportunities, the fundamental changes in the senior management team were announced by Ford as it resumes to nourish its automotive business, improves the operational fitness of the company and advance a strategic shift. Ford president Jim Hackett announced the changes in leadership and said that it is extremely fortunate to have a team filled with an experienced and devoted executives to remarkably build-up their business while constructing towards their vision of being the world's most trustworthy mobile company. According to Ford, grassroot leadership is the best vehicle for constructing a successful business.

Source: <http://media.ford.com/content/formedia/fna/us/en/news/2018/02/22/company-news.html>

DIFFERENCE BETWEEN STAFFING AND DIRECTING

FOUNDATION	STAFFING	DIRECTING
Definition	Procedure of filling vacancies of job and holding on to the recruited employees	Procedure of informing, influencing, managing and guiding people to provide the level of services that they are capable of so that predetermined objectives and goals can be achieved.
Purpose	To fulfill the organization's requirement of human resource	To ensure that the work is done in the right manner

Arrangement	Proceeding organizing	Proceeding staffing
Degree of management	Middle level management	Managers at each level of an organization
Functioning zone	Employee's promotion	Motivating
	Training	Instructing
	Recruitment	guiding

6.6 SUMMARY

Staffing is a managerial function of filling the vacant position in an organization.

Functions of staffing are-

- Procuring qualified personnel
- Recruitment of a right person
- Promoting the optimal application of human resources
- Increasing job satisfaction
- Ensuring the growth of a company

Significance of staffing is efficient performance, evolution of human capital etc.

Staffing is people centred, managerial responsibility, an ongoing function and a human skill.

Recruitment, selection, training and development are the few elements of staffing.

A complex managerial function which deals with anything to everything that encourage subordinates to perform the job efficiently is called directing.

Directing includes components like supervision, motivation, leadership and communication.

Directing is characterised with-

- Initiation of an action
- Prevalent function
- Ceaseless activity
- Condescend order of hierarchy
- Human factor
- Impactful utility of resources

Administration, circulating orders, nurturing discipline are few elements of directing.

Maximum contribution of an individual, agreement of objectives, communication of manager, follow-up are the principles of directing.

6.7 SELF-ASSESSMENT QUESTIONS

1. Concern of the staffing is-
 - a. Management of managers
 - b. Planning
 - c. Procedure
 - d. Policy

Correct answer: a

2. Which of the following are not the functions of staffing-
 - a. Procure qualified personnel
 - b. Recruitment of a right person
 - c. Promoting optimal application of human resource
 - d. Initiating an action

Correct answer: d

3. Which of the following are characteristics of directing-
 - a. Prevalent function
 - b. Human factor
 - c. Ceaseless activity
 - d. All of the above

Correct answer: d

4. The process of instructing and leading people is known as-
 - a. Directing
 - b. Staffing
 - c. a & b both
 - d. None of the above

Correct answer: a

5. Leadership is the element of-
 - a. Staffing
 - b. Directing
 - c. Organizational behaviour

- d. Organizational process

Correct answer: b

6. Motivating subordinates so that they work for achieving desirable objective is known as-
- a. Connecting with subordinates
 - b. Nurturing the subordinates
 - c. Prompting subordinates
 - d. All of the above

Correct answer: c

7. Administration means-
- a. Supervising the progress of daily work
 - b. Directing subordinates
 - c. Influence on subordinates
 - d. None of the above

Correct answer: a

8. Procedure of employing qualified candidates in the company is called-
- a. Staffing
 - b. Directing
 - c. Procuring qualified personnel
 - d. None of the above

Correct answer: a

9. Transfer and promotion are methods of-
- a. External recruitment
 - b. Internal recruitment
 - c. Selection
 - d. Staffing

Correct answer: b

10. Methods of recruitment are-
- a. Internal recruitment
 - b. External recruitment
 - c. Selection

d. A&b both

Correct answer: d

Fill in the blanks-

1. In training and development & are methods of training.
2. The workers who strive to go in skilled jobs training is given.
3. The dummy model of company is called
4. is the actual meaning of conference.
5. In order to enlighten an employee about the requirements of various job positions he/she is transferred from one job position to another for short duration of time, this is known as
6. Intelligent test, aptitude test, personality test are conducted for the process of
7. A process in which applications for filling the vacant job position are invited from outside the organization is called
8. & are the two types of internal recruitment.
9. Films, case study, computerised modelling are the examples of
10. Trainee is instructed by a superior guide called

Answers

1. On-the-job and off-the-job
2. Apprenticeship
3. Vestibule school
4. Consultation
5. Job rotation
6. Selection
7. External recruitment
8. Transfer and promotion
9. Off-the-job training
10. Coach

Answer the following questions-

1. Explain the functions of staffing.
2. What do you understand by staffing? Explain its characteristics.
3. What are the advantages of staffing?
4. Define elements of staffing.
5. Differentiate between off-the job and on-the-job training.

6. What do you understand by directing? Explain various aspects of directing.
7. Explain the characteristics of directing.
8. What are the elements of direction? Define in detail.
9. What are the principles of directing?
10. Differentiate between staffing and directing.

6.8 REFERENCES/ FURTHER READINGS

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