

2.3 Recruitment, selection and training of employees

Name: _____ Class: _____ Date: _____ **Total: 20 marks**

KEY WORDS training 培训 • external 外部招聘 • recruitment 招聘 • internal 内部招聘
• dismissal 解雇

Objective

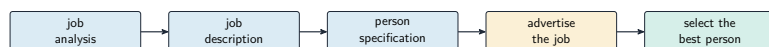
Build the skills to answer exam questions on **recruitment, selection and training** 招聘、选拔与培训 — the recruitment process, **internal and external** 内部与外部 recruitment, types of **training** 培训, and reducing the workforce.

You must be able to:

- describe the recruitment and selection process
- compare internal and external recruitment, and types of training
- distinguish redundancy from dismissal

1 Worked examples

■ Recruiting and training



Recruitment finds applicants; selection chooses the best

- **Documents:** **job description** 工作描述 (the duties) and **person specification** 人员规格 (the right person's skills).
- **Internal** 内部招聘: cheaper, faster, known — but no new ideas. **External** 外部招聘: new skills — but costlier, slower.
- **Training:** **induction** 入职培训, **on-the-job** 在职培训, **off-the-job** 脱产培训.
- **Redundancy** 裁员: the job is no longer needed. **Dismissal** 解雇: the worker is removed for a reason.

Answer shapes: K + App + An + Ev (a justified judgement, for “do you think” questions).

2 Practice

2.1 Define the term *recruitment*. [2]

2.2 State the difference between a *job description* and a *person specification*. [2]

2.3 State the difference between *redundancy* and *dismissal*. [2]

3 Exam-style questions

3.1 Identify two methods a business could use to select the best applicant. [2]

3.2 Explain two benefits to a business of training its workers. [6]

3.3 A business needs to fill an important job quickly. Do you think it should recruit internally rather than externally? Justify your answer. [6]

Solutions

IGCSE Business answers are marked by **level of response**: award **K** knowledge, **App** application, **An** analysis and **Ev** a justified judgement.

2.1 the process of finding and attracting people to apply for a job (2 for a clear definition; 1 for a partial idea).

2.2 a job description lists the duties and tasks of the job; a person specification lists the skills and qualities the right person needs (2 for a clear difference; 1 for a partial idea).

2.3 redundancy is when the job is no longer needed (not the worker's fault); dismissal is when a worker is removed for a reason such as poor work (2 for a clear difference; 1 for a partial idea).

3.1 any two of: application form; CV; interview; skills test (1 + 1).

3.2 [6] For **each** of two benefits: K 1 + An up to 2 — e.g. *higher productivity*: trained workers make fewer mistakes → less waste → lower costs. *Motivation*: training shows workers are valued → they stay longer → lower labour turnover. Maximum 3 each.

3.3 [6] Both sides + judgement. **For internal**: cheaper, faster, the person is already known, and it motivates other staff — useful when speed matters. **Against**: it brings in no new ideas and leaves another vacancy to fill. **Judgement (Ev)**: internal recruitment is good for filling a job quickly and cheaply, but if no suitable internal candidate exists, external recruitment is better — it depends on the skills available inside.