

Cambridge IGCSE · Business Studies 0450 · Notes

Recruitment, selection and training of employees

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Last checked 5 October 2026

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What you need to know

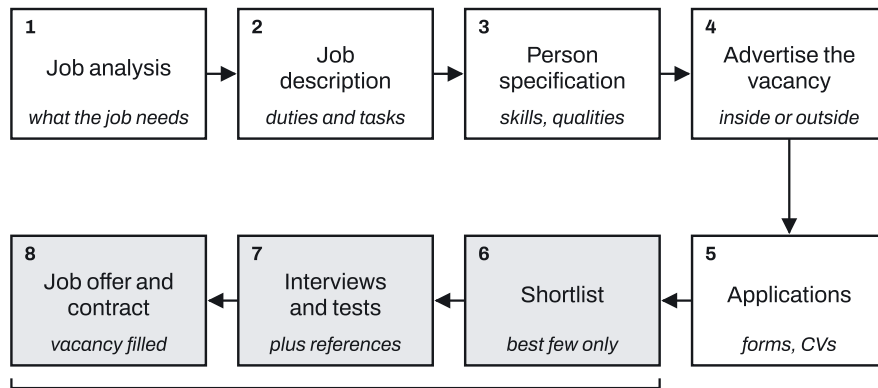
By the end of this topic you should be able to:

1. **Describe the methods of recruitment and selection:** where vacancies are advertised, and how applicants are chosen (application forms, interviews, tests, references).
2. **Explain the difference between internal and external recruitment,** with the advantages and disadvantages of each.
3. **Describe the main stages of recruitment and selection,** from job analysis to the job offer, and why each matters.
4. **Recommend and justify who to employ** from information about the applicants.
5. **Explain the benefits and limitations of part-time and full-time employees** for a business.
6. **Explain why training matters,** both to the business and to its employees.
7. **Explain the benefits and limitations of induction, on-the-job and off-the-job training.**
8. **Explain the difference between dismissal and redundancy,** with examples.
9. **Explain when a business may need to downsize its workforce,** for example after automation or a fall in demand.
10. **Recommend and justify which employees to make redundant** from information about them.
11. **Explain the legal controls over employment:** contracts of employment, unfair dismissal, discrimination, health and safety and a legal minimum wage, and their effects on employers and employees.

Understand it

Recruitment and selection

When a job needs filling, a business goes through two jobs of its own. **Recruitment** is attracting suitable people to apply. **Selection** is choosing the best of them. Getting it wrong is expensive: a poor choice makes mistakes, needs extra training or leaves within months, and the whole process has to be paid for again.

Recruitment: attract suitable applicants (stages 1–5)**Selection: choose the best applicant (stages 6–8)***then induction training on the first days*

What each stage does, and why it matters:

1. **Job analysis:** the business works out exactly what the job involves and what it needs from the person doing it. Everything after this is built on it.
2. **Job description:** a document setting out the **job title** and the **duties, tasks and responsibilities** of that particular job (and who the job holder reports to). It tells applicants what they would actually do, helps the business decide where to advertise and how much to pay, and later becomes the basis of the contract and of settling disputes about what the job includes.
3. **Person specification** (job specification): the **skills, qualifications, experience and personal qualities** the ideal person would have. The job description is about the **job**; the person specification is about the **person**. Applicants are later compared with it.
4. **Advertise the vacancy:** inside the business (internal recruitment) or outside it (external recruitment). The advert makes possible applicants aware of the job and should attract enough suitable ones.
5. **Applications:** applicants send an application form or a CV with a covering letter. A form makes every applicant give the same information, so they are easy to compare.
6. **Shortlist:** the applications are checked against the person specification and only the few best are invited to the next stage. This saves the time and cost of interviewing everyone.
7. **Interviews, tests and references:** an interview checks how the person communicates, their attitude and whether they would fit in. Tests check skills (a typing test, a trial shift in a kitchen, an aptitude or personality test). **References** from a previous employer or teacher confirm what the applicant has claimed.
8. **Job offer and contract:** the best applicant is offered the job and given a contract of employment. Unsuccessful applicants are told.

Training is **not** a stage of recruitment; it comes after the person is appointed.

Internal and external recruitment

Internal recruitment fills the vacancy with someone who already works for the business, usually by promotion or transfer. **External recruitment** fills it with someone from outside.

	Internal recruitment	External recruitment
Cost and time	Cheaper and quicker: no paid adverts, fewer interviews	Dearer and slower: adverts, agency fees, more applicants to process
Knowledge of the business	Already knows the business, its products and staff, so can be productive sooner and needs little or no induction	Doesn't know how the business works, so needs induction and time to settle
Risk	The business already knows the person's ability and reliability, so less risk of a bad choice	The person is unknown; an interview may not show their weaknesses
Motivation	Shows staff that promotion is possible, which motivates them and keeps them	Existing staff may be demotivated because they were passed over
Ideas and skills	No new ideas or experience come in	Brings new ideas and skills, perhaps knowledge of how competitors work
Choice	Small pool: the right person may not work there	Much wider choice, so more chance of finding the best person
Knock-on effects	Leaves another vacancy to fill; colleagues who weren't chosen may be jealous	No new vacancy; no rivalry between colleagues

A promoted employee usually still needs some training for the new job, so "internal recruits need no training at all" is wrong.

Where to advertise externally. The choice depends on how many people need to see it, which people, and the cost:

Method	Good for	Drawback
Local newspaper	Unskilled or part-time jobs near the business	Small reach
National newspaper	Senior or hard-to-fill jobs, applicants from the whole country	Expensive
Specialist magazine (for chefs, nurses, engineers)	Reaching people who already have the right skills	Few readers; may come out only monthly
The business's own website or social media	Free or cheap; people interested in the business see it	Only seen by people who visit or follow it
Online job sites	Reaching very large numbers of people quickly	A fee per advert; many unsuitable applicants
Recruitment agency	The agency finds and shortlists applicants, saving managers' time	Agency fee
Government job centres	Free; people looking for work	Mostly lower-skilled applicants

Method	Good for	Drawback
Visiting colleges and universities	Trainees and graduates	Applicants lack experience

Choosing who to employ

When a question gives information about applicants, compare them on these factors, each one tied to **what the job needs**:

- **Experience**: someone who has done this kind of job will make fewer mistakes and need less training. Experience at a competitor can bring new ideas; experience in a different kind of business may not carry over.
- **Qualifications and skills**: show the person can do the work now, or has the potential to be trained further.
- **Personality and attitude**: willing to learn, good with customers, gets on with colleagues. Punctuality and a good record matter in any job.
- **Cost**: the wage they expect, plus any training they need before they can do the job.
- **Internal or external**: an internal applicant is known and motivates others; an external one brings fresh ideas.

Work out the costs, don't just say "cheaper". Weekly wage = hourly wage $\times$ hours a week. Training is a one-off cost; wages are paid every week, so compare over a sensible period, such as the first year:

$\text{first-year cost} = \text{weekly wage} \times \text{weeks worked} + \text{one-off training cost}$

For example, a shop needs a supervisor for 40 hours a week, 50 weeks a year. Applicant A asks for \$15 an hour and needs no training: $15 \times 40 = 600$ a week, $600 \times 50 = 30\,000$ in the first year. Applicant B asks for \$12 an hour but needs a \$4000 course: $12 \times 40 = 480$ a week, $480 \times 50 + 4000 = 28\,000$. B is cheaper even in the first year, and the gap grows in later years because the training is not paid again. But B can't start until trained, and A's experience may mean fewer costly mistakes: the cost is one factor to weigh, not the whole answer.

Part-time and full-time employees

A **full-time** employee works the business's normal full week (often 35–40 hours or more). A **part-time** employee works fewer hours, for example only mornings or weekends. Part-time is **not** the same as temporary: a part-time job can be permanent.

	Benefits to the business	Limitations for the business
Part-time	Cheaper: paid only for the hours needed; hours can be fitted to busy times (lunchtimes, weekends, seasonal peaks); easier to stay open for longer hours; may agree to extra hours when demand rises; attracts skilled people who can't work full-time (parents, students) and keeps experienced staff who want shorter hours; two part-timers bring a wider range of skills than one full-timer	May be less committed and more likely to leave; more people to recruit, train and pay; harder to communicate with because they are not always there; less likely to be trained, and less consistent service
Full-time	Usually more loyal and committed and less likely to leave, which cuts recruitment costs; give consistent service, so customers deal with the same people; easier to communicate with and keep updated; fewer people to recruit and train; more likely to gain the skills to be promoted	Must be paid for all their hours even when there is little work; may not want to work extra hours at busy times; the business misses good applicants who can only work part-time

When the question asks about **the business**, give the effect on the business ("lower labour costs"), not on the worker ("more free time").

Why training matters

Training raises what employees can do. That is worth paying for because of what it leads to:

For the business	For the employees
More skilled and flexible staff, who can cover for absent colleagues	New skills and qualifications
Fewer mistakes and less waste, so better quality and fewer customer complaints	More confident and better at the job
Higher productivity and efficiency, so lower costs per unit	More chance of promotion, so more chance of higher pay
More motivated staff, so lower labour turnover and absenteeism	Feel valued by the business, so more job satisfaction
Fewer accidents, so fewer injuries and less risk of legal action	Safer at work
Less supervision needed; vacancies can be filled by promotion; new machines or methods can be introduced	Better able to cope with change

Methods of training

Induction training is given to **new employees** when they start: it introduces the business, its layout, its rules, the people they will work with and, above all, health and safety. **On-the-job training** happens **at the workplace while doing the job**, usually by watching and working beside an experienced employee. **Off-the-job training** happens **away from the workplace**, at a college, a training centre or on a course, usually taught by **specialist trainers**.

	Benefits	Limitations
Induction	New staff settle in quickly and know their role and who to ask; learn safety rules before starting (often a legal requirement); fewer early mistakes	Costs money and time; wages paid but no output yet; delays the start of real work
On-the-job	Cheaper: no course fees or travel; some work still gets done while learning; tailored exactly to how this business does the job	The trainer may pass on bad habits; the experienced worker trains instead of working, so output falls; trainees' mistakes affect real customers and products; methods may not be up to date
Off-the-job	Expert trainers; up-to-date methods and a broad range of skills; trainees can concentrate fully and their mistakes don't affect customers; no bad habits from colleagues	Expensive (fees, travel); wages paid while no work is done; may not fit this business's own ways of working; the new qualification makes it easier for the employee to leave for another job

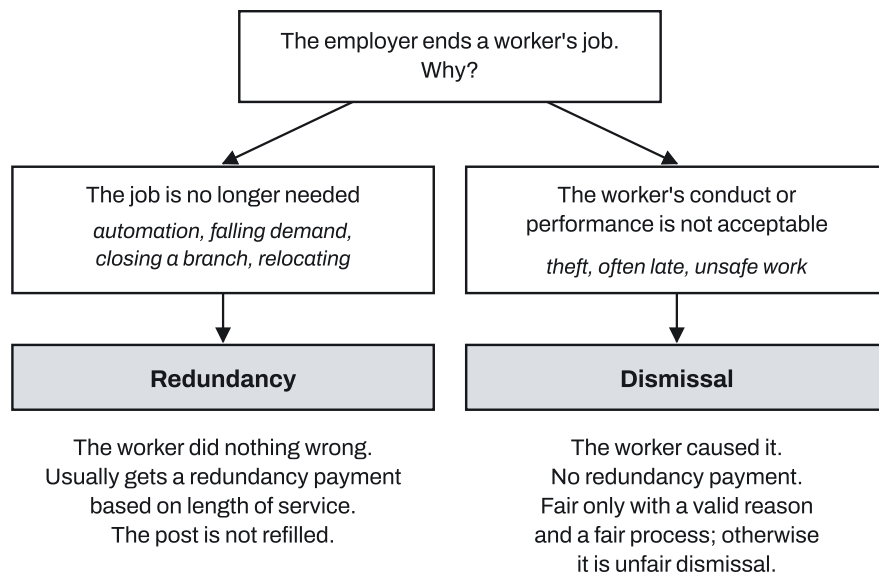
A definition of off-the-job training needs both halves: **where** (away from the workplace) and **who or how** (by specialist trainers, at a college or on a course).

Reducing the size of the workforce

Sometimes a business needs fewer employees. **Downsizing** (reducing the workforce) may be needed because of:

- **Automation**: new machines or software do work people did before.
- **Falling demand**: lower sales, perhaps in a recession, so less work.
- **Cost cutting** when the business has financial problems.
- **Closing** a factory, shop or office, or **relocating** it.
- A **merger or takeover**, after which two people do the same job.

The two ways a job ends are not the same:



- **Dismissal:** the employer ends someone's employment, against their will, because of **their own** poor performance or behaviour, for example being repeatedly late, theft, or breaking safety rules. Someone else may be recruited to do the same job.
- **Redundancy:** the employee loses their job because **the job is no longer needed**. The worker has done nothing wrong. Redundant workers usually receive a payment, often larger the longer they have worked there.

Choosing who to make redundant. Compare the employees on what the business will need in future:

- **Skills:** keep people who can do several jobs, repair machinery, or already know new equipment.
- **Experience and length of service:** long-serving staff know the business well, but often cost more to make redundant. Short-serving staff are cheaper to let go ("last in, first out").
- **Record:** attendance, punctuality, performance and loyalty.
- **Money:** the **weekly wage saved** every week from now on, against the **one-off redundancy payment**.
Weeks for the saving to repay the payment = $\text{redundancy payment} \div \text{weekly wage}$. For example, a worker paid \$500 a week with a \$6000 redundancy payment: $6000 \div 500 = 12$ weeks, after which the business saves \$500 every week.

Whoever goes, the business may lose skills and experience, and the employees who stay may fear for their own jobs and lose motivation.

Legal controls over employment

Governments pass laws to protect employees. Each one gives the employee a right and puts a duty, and usually a cost, on the employer.

Law	What it requires	Effect on employees	Effect on employers
Contract of employment	A written agreement given to each employee: job title, hours, pay, holiday, notice period, sick pay, start date	Know their rights and duties; can't have pay or hours changed without agreement	A clear record if there is a dispute; must keep to the terms
Unfair dismissal	An employee can't be dismissed without a valid reason and a fair process (warnings first)	Job security; can claim compensation at a tribunal or court	Must keep records and follow procedures; may pay compensation if they don't
Discrimination	Recruitment, pay, training and promotion must not treat people unfairly because of gender, race, religion, age or disability; equal pay for equal work	Fairer chances of jobs, pay and promotion	Must choose on ability only; wider pool of talent; fines and bad publicity if broken
Health and safety	A safe workplace: training, protective clothing, safe machines, first aid, breaks, limits on working hours	Fewer injuries and illnesses	Costs of equipment and training; but fewer accidents, less absence, no fines or legal action
Legal minimum wage	Every worker must be paid at least a set amount per hour	Higher pay for the lowest paid; better standard of living	Higher wage costs, perhaps higher prices or fewer jobs; but staff may be more motivated and recruitment easier; no effect if already paying above it

Other legal controls the mark schemes accept include a maximum number of working hours and rest breaks, a minimum legal working age, and redundancy payments. "Paying a fair wage" is an ethical choice, not a law.

The minimum wage in numbers. If the minimum wage rises from \$8 to \$9 an hour and a café has 6 workers on the minimum, each working 30 hours a week, its wage bill rises by $1 \times 30 \times 6 = 180$ dollars a week, or $180 \times 52 = 9360$ dollars a year.

Key facts and formulas

This topic has no formula list in the exam. "Learn it" means you must remember it.

Fact	Status
Recruitment: attracting suitable people to apply for a job; selection: choosing the best of the applicants	Learn it
Stages of recruitment and selection: job analysis, job description, person specification, advertise, applications, shortlist, interviews and tests, job offer	Learn it

Fact	Status
Job description: a document setting out the title, duties, tasks and responsibilities of a particular job	Learn it
Person (job) specification: the skills, qualifications, experience and qualities needed by the person who does the job	Learn it
Internal recruitment: filling a vacancy with an existing employee; external recruitment: filling it with someone from outside the business	Learn it
Part-time employee: works fewer hours than the business's normal full working week (part-time is not the same as temporary)	Learn it
Induction training: introduces new employees to the business, their role and its health and safety rules	Learn it
On-the-job training: training at the workplace while doing the job, often by watching an experienced worker	Learn it
Off-the-job training: training away from the workplace, for example at a college or by specialist trainers	Learn it
Dismissal: the employer ends someone's employment because of their poor performance or behaviour	Learn it
Redundancy: an employee loses their job because the job is no longer needed; the worker did nothing wrong	Learn it
Legal controls over employment: contracts of employment, unfair dismissal, discrimination, health and safety, legal minimum wage	Learn it
Weekly wage = hourly wage $\times$ hours worked a week	Learn it
First-year cost of an employee = weekly wage $\times$ weeks worked + one-off training cost	Learn it
Weeks for a redundancy to pay for itself = redundancy payment $\div$ weekly wage saved	Learn it

How to do it

We have tagged 49 questions on this topic (2021–2026), on Paper 1 and Paper 2. 15 of them have parts of more than one type, so the counts add to 69.

Question type	Questions
Benefits and limitations of part-time and full-time employees	11
Advantages and disadvantages of training methods, and choosing one	11

Question type	Questions
Why training is important	7
Legal controls over employment and their effects	7
Choose which applicant to employ	6
Advantages and disadvantages of internal and external recruitment	6
Stages of recruitment and selection	6
Methods of external recruitment	3
Choose which employee to make redundant	3
Define job description	2
Factors to consider when deciding who to recruit	2
Dismissal, and redundancy compared with dismissal	2
Name or define training methods	2
Reasons for reducing the workforce	1

The mark scheme codes are **k** (knowledge: a correct point), **app** (application: a detail from the case), **an** (analysis: a developed consequence) and **eval** (evaluation: a justified judgement).

Part	Marks	What earns them
Paper 1 "Define"	2	a full definition; half = 1
Paper 1 "Identify" or "State"	2 or 4	1 per point; only the first ones are marked
Paper 1 "Outline"	4	each: k + app
Paper 1 "Explain" (d)	6	each: k + app + an
Paper 1 (e) "Do you think ...?" or "Which is best?"	6	2 k + 2 an + 2 eval; general, so no app
Paper 2 (a) "Explain two ..."	8	each: point (1) + up to 3 explanation marks, at least one about the case; "two benefits and two limitations": 1 + 1 each
Paper 2 (b) "Consider ... Which should ... ? Justify"	12	levels: applied discussion of every option, then a choice that says why the others were rejected

1. Benefits and limitations of part-time and full-time employees (11 questions)

- Check which type and whose view.** "Benefits to the business of part-time employees" wants the business's gain: cheaper, flexible, cover busy times. Points about the worker's own free time don't score.
- Point** (k) from the table in "Understand it".
- Develop** (an): what it does to costs, output, service or labour turnover.

4. **Apply** (app), when the question names the business: its opening hours, busy times, number of staff, product.

Example for a garden centre: "Part-time staff can be asked to work only at weekends and in spring (k), the garden centre's busiest times (app), so it is not paying for staff standing idle on quiet weekdays and its labour costs are lower (an)."

Variations you will meet:

- **Identify two advantages** of part-time employees (2 marks, [0450/13/M/J/24 Q4](#)), or **outline two benefits** in context (4 marks, [0450/12/F/M/25 Q4](#) for part-time, [0450/11/M/J/24 Q2](#) for full-time).
- **Explain benefits of full-time employees** (6 marks, [0450/12/M/J/23 Q1](#)).
- **General 6-mark judgement** ([0450/13/M/J/25 Q4](#) "are the benefits of full-time employees greater than the limitations?", [0450/11/M/J/23 Q3](#), [0450/12/F/M/22 Q4](#), [0450/12/M/J/21 Q2](#)): one developed benefit, one developed limitation, then a decision that weighs them (see How to get the marks).
- **Paper 2 (a)** ([0450/22/M/J/24 Q2](#)): two benefits and two limitations of part-time workers, each with one explanation in the case.
- **Paper 2 (b)** ([0450/23/O/N/24 Q2](#), [0450/23/M/J/21 Q3](#)): discuss both types in the case and conclude, for example whether the business should only use part-time staff in future, saying why the other option was rejected.

2. Advantages and disadvantages of training methods, and choosing one (11 questions)

1. **Name the method** and keep to it. On-the-job and induction are different: induction is for new starters; on-the-job is learning by doing.
2. **Give a point specific to that method** (k): "the trainer may pass on bad habits" is about on-the-job; "trainees learn up-to-date methods from experts" is about off-the-job. General benefits of all training ("more skilled staff") are not credited.
3. **Develop** (an) and **apply** (app): what happens to cost, output or quality in this business.

Example, a disadvantage of on-the-job training in a bakery: "The experienced baker doing the training makes fewer loaves while showing the trainee (k), so output falls at the bakery's early-morning peak (app), and fewer orders can be met that day (an)."

Variations you will meet:

- **One advantage and one disadvantage** in context, 6 marks: on-the-job ([0450/12/F/M/26 Q2](#)) or off-the-job ([0450/11/M/J/24 Q2](#), [0450/13/O/N/22 Q3](#)).
- **One benefit and one limitation of induction training** (2 marks, [0450/12/O/N/24 Q4](#)): settle in quickly, learn safety rules; cost, delay before real work. Points about on- or off-the-job training aren't accepted here.

- **General 6-mark** (0450/11/O/N/25 Q3 "explain two methods; which is best for a service business?", 0450/12/O/N/23 Q4, 0450/13/O/N/21 Q1, 0450/11/M/J/21 Q3): name each method (k), explain how it works or one effect (an), then choose with reasons that compare them (eval).
- **Paper 2 (b)** (0450/23/O/N/25 Q3, 0450/22/F/M/23 Q3, 0450/21/O/N/22 Q4): advantages and disadvantages of both methods in the case (number of new staff, how skilled the work is, cost of a course, whether output can stop), then a recommendation that says why the other was rejected.

3. Why training is important (7 questions)

1. **Reason** (k): more skilled and flexible, fewer mistakes, more motivated, more productive, fewer accidents, less supervision, fewer customer complaints.
2. **Develop** (an) to a result for the business: lower costs, better reputation, lower labour turnover.
3. **Apply** (app) to the case. Don't count the same idea twice: "fewer mistakes" and "better quality" are one point.

Example for a hotel: "Training makes staff more flexible (k), so a receptionist can also take restaurant bookings when a colleague is ill (an), and guests at the 80-room hotel are not kept waiting (app)."

Asked as identify two (2 marks, 0450/12/M/J/23 Q1), explain two in context (6 marks, 0450/13/O/N/24 Q4, 0450/12/F/M/25 Q4, 0450/11/M/J/25 Q3), explain two on Paper 2 (8 marks, 0450/21/O/N/23 Q3) or **four effects of training** (8 marks, 1 + 1 each, 0450/22/M/J/22 Q4). Effects can be on the business or the employees, unless the question says which.

4. Legal controls over employment and their effects (7 questions)

1. **Name the law** (k): contract of employment, unfair dismissal, discrimination, health and safety, minimum wage, or maximum hours, working age, redundancy pay. Name the law, not an ethical idea like "fair pay".
2. **Say what it makes the employer do**, then **the effect** on whoever the question asks about: employees (protection, security, fairer pay) or the business (costs, procedures, but also motivation and easier recruitment).

Variations you will meet:

- **Identify four legal controls** (4 marks, 0450/12/M/J/24 Q4, 0450/11/O/N/23 Q4). Don't give four kinds of discrimination: they count once.
- **Explain four controls that benefit employees** (8 marks, 0450/22/F/M/23 Q3): benefits to **employees**, not the employer, and not trade union benefits.
- **Effect of four legal controls on a named business** (8 marks, 0450/23/M/J/21 Q3).
- **Effect of a change**, such as a shorter maximum working week, on the business and on its employees (6 marks, 0450/13/M/J/22 Q4).
- **General 6-mark** (0450/12/F/M/25 Q4 "will a minimum wage always harm a business?"): against, higher wage costs, perhaps higher prices or redundancies; for, more motivated staff, easier recruitment, no effect if the business already pays more, and competitors face the same rise.

- **Paper 2 (b) (0450/22/F/M/24 Q1)**: compare the effect of several changes (a minimum wage rise, new safety rules, a cap on hours) on the business, using its figures, and choose the one with the biggest effect.

5. Choose which applicant to employ (6 questions)

1. **For each applicant**, take every fact from the appendix and turn it into an advantage or disadvantage **for this job**: experience, qualifications, wage, training cost and time before they can start, internal or external, worked for a competitor.
2. **Calculate** costs where figures are given (weekly or monthly wage, first-year cost including training).
Examiners note that few candidates calculate, or that they calculate for one applicant only.
3. **Compare** the applicants with each other, not one by one in isolation.
4. **Recommend** one and say **why each other applicant was rejected**.

Paper 2 (b), 12 marks: 0450/22/F/M/26 Q4, 0450/23/M/J/25 Q1, 0450/22/M/J/22 Q3, 0450/22/O/N/22 Q3, 0450/22/F/M/21 Q3. Copying the appendix out without saying what each fact means for the business stays in Level 1.

Paper 1 variant (0450/13/M/J/24 Q4): using a table about one applicant, explain two reasons to choose them (6 marks): the fact (app) + why it helps (k) + the result (an), for example a degree in Business so should be able to do the job.

6. Advantages and disadvantages of internal and external recruitment (6 questions)

1. **Point** from the table in "Understand it" (k).
2. **Say why** (an): "cheaper **because** there is no need to pay for adverts"; examiners report many answers that say "higher cost" for external recruitment without saying why.
3. **Apply** (app) in context questions: the job being filled, the size of the business.
4. **No mirror answers**: "internal is cheaper" and "external is dearer" are one point.

Asked as two advantages of internal recruitment in context (6 marks, 0450/12/M/J/25 Q2), one advantage and one disadvantage of internal (8 marks, 0450/22/O/N/23 Q3), two of each for external (8 marks, 0450/21/M/J/24 Q2), or a general 6-mark judgement (0450/11/M/J/25 Q3, 0450/13/O/N/24 Q4, 0450/11/M/J/22 Q4).

7. Stages of recruitment and selection (6 questions)

1. **Identify four stages** (4 marks, 0450/12/F/M/26 Q2, 0450/11/O/N/21 Q4): use the names from the diagram, in any order. Name the stage ("shortlist"), don't describe an action ("look at the forms"). Training is not a stage.
2. **Why a stage matters** (4 marks, 0450/12/O/N/24 Q4): job description, it makes clear what the job involves, so the right people apply, and is a basis for the contract and pay; job advertisement, it makes people aware of the job and attracts a range of applicants.
3. **General 6-mark** (0450/13/O/N/22 Q3, 0450/13/M/J/22 Q2): explain two stages and judge which matters more, or whether an interview is the best way to select (other ways: skills tests, trial work, references).

4. **Paper 2 (b) (0450/22/M/J/21 Q3)**: how a job description, a person specification and a shortlist each help to find the best person, then which matters most. Shortlisting is **choosing which applicants to interview**, not the interview itself; it saves managers' time.

8. Methods of external recruitment (3 questions)

1. **Name the method** (k) from the table in "Understand it".
2. **Say why it suits** (an): reaches the right people, reaches many people, low cost, an agency does the work.
3. **Apply** (app): what the job is and how hard it is to fill.

Asked as two ways in context (6 marks, 0450/13/O/N/25 Q4) or general 6-mark: two methods and which is best (0450/13/O/N/23 Q4), or whether a recruitment website is best for hiring many people (0450/12/F/M/24 Q1).

9. Choose which employee to make redundant (3 questions)

1. **For each employee**: wage saved each week, one-off redundancy payment, length of service, loyalty, record, skills the business needs in future (new machinery, repairs, supervising different areas).
2. **Calculate** where you can: total redundancy payment, wage saved per week or year, weeks for the saving to repay the payment.
3. **Recommend** one and reject each of the others with a reason.

Paper 2 (b), 12 marks (0450/21/O/N/25 Q3). Paper 1: one advantage and one disadvantage of making a described employee redundant (6 marks, 0450/12/O/N/25 Q1): for, a small payment because of short service, or removing someone often late; against, losing their experience and skills, upsetting popular colleagues, retraining a replacement. State four factors when choosing who to make redundant (4 marks, 0450/12/O/N/22 Q3).

10. Define job description (2 questions)

Two marks: a document setting out the **duties, tasks and responsibilities of a particular job** (0450/13/O/N/25 Q4, 0450/11/M/J/23 Q3). "Describes the job" or "what someone needs to do" is too vague. Mentioning skills or qualifications limits it to 1: that's the person specification.

11. Factors to consider when deciding who to recruit (2 questions)

Use the factors in "Choosing who to employ": experience and skills, qualifications, personality and attitude, punctuality and record, expected wage. Outline two in context (4 marks, 0450/11/M/J/23 Q3) or, as a general 6-mark (0450/13/O/N/25 Q4), explain two and judge which matters most for a service business, for example skills, because fewer mistakes protect its reputation, while willingness to learn doesn't yet mean the person can do the job.

12. Dismissal, and redundancy compared with dismissal (2 questions)

- **Define dismissal** (2 marks, 0450/11/M/J/25 Q3): the employee is made to leave by the employer (1) **because of** poor behaviour or performance (1). "Lose their job" alone earns nothing.
- **Outline the difference, with reference to the business** (4 marks, 0450/12/O/N/25 Q1): one mark for each term (redundancy, the job is no longer needed and the worker did nothing wrong; dismissal, ended because of the worker's own conduct or performance) and one case detail with each (the business is downsizing; this employee is often late). Make it clear which term each sentence is about.

13. Name or define training methods (2 questions)

Identify two methods (2 marks, 0450/12/F/M/21 Q4): induction, on-the-job, off-the-job. "Go to college" or "watch someone" are descriptions, not names. Define off-the-job training (2 marks, 0450/12/M/J/22 Q2): away from the workplace (1) by specialist trainers or at a college or training centre (1).

14. Reasons for reducing the workforce (1 question)

Identify two (2 marks, 0450/12/O/N/25 Q1): fall in demand or a recession, automation, the need to cut costs, closure of a site, a merger or takeover, relocation.

Worked examples

Example 1

Riverside Leisure runs a swimming pool. It is replacing its cash desk with ticket machines, so 3 cashier jobs will go. Last month it also asked a lifeguard to leave after he was twice found asleep on duty.

- (a) Define "job description". [2]
- (b) Identify two stages in recruitment and selection that come after advertising the vacancy. [2]
- (c) Using Riverside Leisure's situation, explain how redundancy differs from dismissal. [4]
- (a) A document that sets out the duties, tasks and responsibilities (1) of a particular job (1).
- (b) Shortlisting (1). Interviewing (1).
- (c) Redundancy is when an employee loses their job because the job is no longer needed (k), as the cashiers' work will be done by ticket machines (app). Dismissal is when the employer ends someone's employment because of their own poor conduct (k), like the lifeguard found asleep on duty (app).

Example 2

Harbour Lights is a hotel with 85 employees. It has bought new booking software and plans to send its 12 receptionists on a three-day off-the-job training course run by the software company.

Explain one advantage and one disadvantage to Harbour Lights of using off-the-job training. [6]

Advantage. The receptionists are taught by specialist trainers from the software company (k), who know every feature of the new booking system (app), so the receptionists make fewer booking mistakes and guests are less likely to arrive to find no room ready (an).

Disadvantage. It is expensive, as wages are paid while no work is done (k). With 12 receptionists away for three days (app), the hotel must pay other staff to cover the front desk on top of the course fee, which raises its costs (an).

Each part earns k + app + an. "The receptionists may leave once they have a new qualification" would be another disadvantage; "training makes staff more skilled" would not score, because it is true of every method.

Example 3

Do you think a business should always promote an existing employee when a manager's job becomes vacant? Justify your answer. [6]

Promoting an existing employee is internal recruitment, and the business already knows their ability and reliability (k), so there is less risk of appointing someone who turns out to be unable to do the job (an).

However, an existing employee brings no new ideas or experience into the business (k), so the department may carry on working in the same way even when its methods are out of date, and fall behind competitors (an).

A business should not always promote from within, because when it needs to change, such as after poor results, a manager from outside with fresh ideas is worth more than the lower risk of a known person (eval). When the business is doing well, promotion is the better choice, since it is cheaper and shows other staff they can be promoted too, so the answer depends on whether the business needs continuity or change (eval).

The two **eval** marks need a decision and reasons that weigh the two sides. The second eval mark adds when the opposite choice is right, rather than repeating the first. Deciding that a business should usually promote from within, because it is cheaper and motivates staff, would also score if justified.

Example 4

Coral Kitchen is a busy seafood restaurant. Its owner, Ruth, needs a head chef. The head chef works 45 hours a week, 50 weeks a year, and must start within a month because the summer season begins then. Information about three applicants:

	Priya	Marco	Lena
Current job	Sous-chef at Coral Kitchen for 6 years	Head chef at a large hotel for 12 years	Junior chef at a café for 2 years
Qualifications	Cookery diploma	Cookery diploma, food hygiene certificate	Cookery diploma, awarded best student
Wage asked	\$14 per hour	\$18 per hour	\$12 per hour

	Priya	Marco	Lena
Training needed	2-week kitchen management course, \$3000	None	8 weeks of on-the-job training, \$1200

Consider the three applicants. Which applicant should Ruth employ? Justify your answer. [12]

Weekly wages: Priya $14 \times 45 = 630$, Marco $18 \times 45 = 810$, Lena $12 \times 45 = 540$. First-year cost (wages for 50 weeks plus training): Priya $630 \times 50 + 3000 = 34\,500$, Marco $810 \times 50 = 40\,500$, Lena $540 \times 50 + 1200 = 28\,200$.

Priya. She already knows Coral Kitchen's menu, suppliers and staff, so she can lead the kitchen almost straight away and the course takes only 2 weeks, inside the month. Promoting her from within shows the other kitchen staff that promotion is possible, which keeps them motivated. Her first year costs \$34 500, \$6000 less than Marco. But she has never run a kitchen, so she may make early mistakes, and promoting her leaves the sous-chef job empty.

Marco. He has 12 years as a head chef, so he can start at once and run a busy kitchen in the summer rush without training, and he may bring new ideas from the hotel. But he is the dearest: \$810 a week, \$40 500 in the first year, and a hotel kitchen is very different from a small seafood restaurant. Existing staff may resent an outsider.

Lena. She is the cheapest, \$28 200 in the first year, and as the best student she has potential. But her 8 weeks of training mean she would not be ready until after the summer season has started, and with only 2 years as a junior chef she has never managed anyone. A mistake in the busiest weeks could damage the restaurant's reputation.

Recommendation. Ruth should employ Priya. She is ready within the month, already knows how Coral Kitchen works, and costs \$6000 less in the first year than Marco. Marco is rejected because the extra \$180 a week buys experience of a different kind of kitchen, and an outsider may upset the team. Lena is rejected because, although she saves \$6300 a year compared with Priya, she cannot be ready for the summer season, when a head chef matters most.

This discusses all three applicants **in context**, **uses the figures** to compare them, and says **why each other applicant was rejected**: Level 3 (9–12). Choosing Marco, because the summer season needs an experienced head chef from day one, could also reach Level 3 if justified from the case.

Common mistakes

- **Treating training as a stage of recruitment**, or describing an action ("reading the forms") instead of naming the stage ("shortlisting"). Examiners report both every few years.
- **Confusing the stages with the factors for choosing someone.** "Experience" is a factor; "interview" is a stage.
- **A vague job description definition.** "Describes the job" scores at most 1; say duties, tasks and responsibilities of a particular job, and leave skills to the person specification.

- **Thinking shortlisting is the interview.** It is choosing which applicants to interview.
- **Confusing part-time with temporary**, or assuming every part-time worker is more motivated. Part-time means fewer hours, not a short contract.
- **Answering from the employee's view** when the question asks about the business ("more free time" earns nothing for the business).
- **Saying "cheaper" or "higher cost" without the reason** (no adverts needed; agency fees), or without the figures when the case gives them.
- **Giving general benefits of training** when the question is about one method, and **confusing on-the-job with induction training**.
- **Defining off-the-job training as just "away from work"**: say who trains them or where (specialist trainers, a college).
- **Saying internal recruits need no training.** A promotion usually needs some.
- **Mixing up dismissal and redundancy**, or with retirement. Redundancy: the job goes. Dismissal: the worker's own fault.
- **Giving ethical ideas or trade union benefits as legal controls**, or benefits to the employer when the question asks about employees.
- **Copying the appendix** in applicant and redundancy questions instead of comparing, and **calculating for one person only**.
- **Using the same piece of case detail for both points**; each point needs its own application.

How to get the marks

- **Define**: one sentence with both halves (for dismissal, being made to leave **and** why).
- **Identify / State**: short, different answers; only the first two (or four) are marked. Name stages and methods with their proper names.
- **Outline** (4 marks): a correct point + a detail from the case that makes sense with it.
- **Explain** (Paper 1, 6 marks): point, case detail and consequence for each. Analysis is a consequence: "so...", "which means...".
- **Paper 2 (a)** (8 marks): for "explain two", each point needs a chain of three developments, at least one tied to the case; for "two benefits and two limitations", each point needs one explanation in the case.
- **Paper 1 (e)** (6 marks): general, so no marks for the case. One developed point for, one against (two methods for "which is best?"), then a decision with reasons that compare them. Two sides are needed for the eval marks.
- **Paper 2 (b)** (12 marks): discuss **every** option in the case, use the numbers (wages, training costs, redundancy payments), recommend one and say **why each other option was rejected**. Either choice can reach the top level if the reasons come from the case.
- **Read the direction**: "to the business" or "to employees"; "advantages" only or both sides.

Quick check

1. Name the stage of recruitment and selection: (a) a list of the duties and responsibilities of a delivery driver's job; (b) a statement that applicants need a full driving licence and two years' experience; (c) cutting 48 applications down to 5 people to interview.
2. Redundancy or dismissal? (a) A bank closes 4 branches and 30 cashiers lose their jobs. (b) A warehouse worker is caught stealing stock. (c) A printer buys a machine that does the work of 6 employees, who lose their jobs.
3. A factory must make one of two machine operators redundant. Sam earns \$450 a week and would receive a redundancy payment of \$5400. Ana earns \$420 a week and would receive \$1680. (a) For each, how many weeks of saved wages would repay the redundancy payment? (b) Give one reason, other than cost, the factory might keep Sam.
4. The legal minimum wage rises from \$10.00 to \$10.50 an hour. A cleaning company has 40 employees on the minimum wage, each working 25 hours a week. By how much does its wage bill rise (a) per week, (b) over 52 weeks? (c) Give one way this rise might benefit the company.
5. A shop needs an assistant for 20 hours a week. Applicant X asks for \$11 an hour and needs no training. Applicant Y asks for \$10 an hour but needs a training course costing \$600. Over a 48-week year, which is cheaper, and by how much?

Answers

1. (a) Job description. (b) Person specification. (c) Shortlisting.
2. (a) Redundancy: the jobs are no longer needed. (b) Dismissal: the worker's own conduct. (c) Redundancy: automation has replaced the jobs.
3. (a) Sam: $5400 \div 450 = 12$ weeks. Ana: $1680 \div 420 = 4$ weeks. (b) For example, Sam's longer service suggests more experience and loyalty, so he may make fewer mistakes and be less likely to leave.
4. (a) Rise = $0.50 \times 25 \times 40 = 500$, so **\$500 a week**. (b) $500 \times 52 = 26\,000$, so **\$26 000**. (c) For example, staff may be more motivated, so labour turnover falls and recruitment costs are lower; or more people apply for its jobs.
5. X: $11 \times 20 \times 48 = 10\,560$. Y: $10 \times 20 \times 48 + 600 = 9600 + 600 = 10\,200$. **Y is cheaper by \$360** in the first year (and by \$960 in each later year, with no training to pay).

Past questions to try

- 0450/22/F/M/26 Q4: part (b), choosing among three applicants for a café manager's job.
- 0450/21/O/N/25 Q3: part (b), choosing which of three employees to make redundant.
- 0450/23/O/N/25 Q3: part (b), on-the-job or off-the-job training for new employees.
- 0450/12/O/N/24 Q4: parts (b) and (c), induction training and why two recruitment stages matter.