

Unit 2: Planning, Organizing and Staffing

1. Planning

1.1 Meaning/ Definition

- ☐ Koontz and O' Donnell say planning is deciding in advance what to do, how and when to do it and who is to do it. Planning bridges the gap between where we are and where we want to go.
- ☐ According to Allen Planning is a trap laid down to capture the future
- ☐ According to Henry Fayol Planning is to decide best alternative among other to perform different managerial operation in order to achieve predefined goals.

1.2 Characteristics of Planning

No.	Characteristic	One-Line Explanation
1	Planning is the Primary Function of Management	Planning comes first and provides the foundation for organizing, staffing, directing and controlling.
2	Planning Focuses on Objectives	Planning determines the goals of the organization and the actions required to achieve them.
3	Planning is All-Pervasive	Planning is required at all levels and in all departments of an organization.
4	Planning is a Continuous Process	Planning continues regularly as old plans are completed and new plans are prepared according to changing needs.
5	Planning is an Intellectual Process	Planning requires thinking, analyzing, forecasting, creativity and logical decision-making.
6	Planning is a Futuristic Activity	Planning looks ahead and prepares the organization to deal with future opportunities and challenges.
7	Planning is Dynamic and Flexible	Plans can be modified according to changes in the business environment and circumstances.
8	Forecasting is the Essence of Planning	Forecasting helps predict future conditions and provides a basis for preparing effective plans.
9	Planning Involves Decision-Making	Planning involves selecting the best alternative from different possible courses of action.

1.3 Importance of Planning

No.	Importance of Planning	One-Line Explanation
1	Provides Direction	Planning gives clear goals and direction so that all employees work towards common objectives.
2	Reduces Uncertainty and Risk	Planning helps anticipate future changes and prepare suitable actions to reduce risks.
3	Facilitates Better Decision-Making	Planning helps managers compare alternatives and select the most suitable course of action.
4	Ensures Optimum Utilization of Resources	Planning helps use money, manpower, materials, machinery and time efficiently with minimum wastage.
5	Improves Coordination	Planning coordinates the activities of different departments and ensures that they work towards common goals.
6	Enhances Efficiency and Productivity	Planning provides clear procedures, schedules and responsibilities, resulting in better performance and productivity.
7	Facilitates Control	Planning provides standards and targets against which actual performance can be measured and corrected.
8	Encourages Innovation and Creativity	Planning encourages managers to explore new ideas, alternatives, methods and technologies.
9	Improves Competitive Advantage	Planning helps organizations respond effectively to market opportunities and competitive threats.
10	Helps in Achieving Organizational Objectives	Planning provides a systematic roadmap for coordinating activities and achieving organizational goals.

1.4 Types of Plans

A. Classification of Plans on the Basis of Hierarchy

Type of Plan	Time Period	Management Level	Main Question	One-Line Explanation
1. Strategic Plan	Long-term	Top Management	What do we want to achieve?	A broad, long-term plan that determines the overall direction, mission, vision and major objectives of the organization.
2. Tactical Plan	Medium-term	Middle Management	How will each department	A departmental plan that converts strategic objectives into

Type of Plan	Time Period	Management Level	Main Question	One-Line Explanation
			achieve it?	specific targets and action plans.
3. Operational Plan	Short-term	Lower/Supervisory Management	How will daily work be carried out?	A detailed plan that guides the day-to-day activities, schedules, procedures and responsibilities of employees.

B. Classification of Plans on the Basis of Time

Type of Plan	Time Period	One-Line Explanation	Example
1. Short-Term Planning	1 year or less	Planning for immediate and routine activities required to achieve short-term objectives.	Monthly production schedule, sales promotion, employee training.
2. Medium-Term Planning	More than 1 year to less than 5 years	Planning for departmental and business objectives to be achieved over the medium term.	Increasing market share, opening new branches, reducing costs.
3. Long-Term Planning	More than 5 years	Planning for major future objectives and long-term growth of the organization.	New product development, business diversification, modernization.

C. Classification of Plans on the Basis of Functional Area

Type of Plan	One-Line Explanation	Example
1. Production Plan	A plan for managing and scheduling production activities efficiently.	Production targets, capacity planning and production schedules.
2. Marketing Plan	A plan for achieving sales and marketing objectives.	Advertising, sales targets, pricing and promotional campaigns.
3. Financial Plan	A plan for managing the financial resources and requirements of the organization.	Budgeting, investment, cash-flow and cost-control plans.
4. Human Resource Plan	A plan for managing the organization's workforce and employee requirements.	Recruitment, selection, training, promotion and employee development.

1.5 Planning Process

Step	Planning Process	One-Line Explanation
1	Setting Objectives	Clearly define what the organization wants to achieve within

Step	Planning Process	One-Line Explanation
		a specific period.
2	Developing Planning Premises	Identify and forecast the future assumptions, conditions and factors on which the plan will be based.
3	Identifying Alternative Courses of Action	Find out the different possible ways of achieving the desired objectives.
4	Evaluating Alternative Courses of Action	Compare each alternative based on cost, benefits, risks, resources and feasibility .
5	Selecting One Best Alternative	Choose the most suitable course of action from the available alternatives.
6	Implementing the Plan (Subsidiary Plans)	Put the selected plan into action by preparing supporting plans, assigning responsibilities and allocating resources .
7	Follow-up Action	Monitor the implementation, compare actual results with planned objectives and take corrective action when required .

1.6 Decision making

Definition

Philip Kotler: “A decision may be defined as a conscious choice among alternative courses of action.”

George R. Terry: “Decision making is the selection based on some criteria from two or more possible alternatives.”

Koontz & O'Donnell: “Decision is the selection from among alternatives of a course of actions.”

Process Of Decision Making

Step	Decision-Making Process	One-Line Explanation
1	Identification of Problem	Clearly identify and define the problem or situation that requires a decision.
2	Diagnosing the Problem	Find out the causes and nature of the problem rather than focusing only on its symptoms.
3	Collecting and Analyzing Relevant Information	Gather and analyze accurate and relevant information needed to understand the problem.
4	Discovering Alternative Courses of Action	Identify the different possible solutions or courses of action available.
5	Analyzing and Evaluating Alternatives	Compare alternatives based on cost, benefits, risks, resources and feasibility.
6	Selection of Best Alternative	Select the most suitable alternative for solving the problem and achieving the objective.
7	Implementation of Decision	Put the selected decision into action by assigning responsibilities and providing necessary resources.
8	Verifying the Decision (Follow-up)	Review the results to determine whether the decision solved the problem and achieved the desired objectives.

1.7 Organizing

1. Harold Koontz and Cyril O'Donnell

"Organizing is the establishment of effective authority relationships among selected work, persons, and workplaces in order for the group to work together efficiently."

2. Louis A. Allen

"Organizing is the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority, and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives."

3. Theo Haimann

"Organizing is the process of defining and grouping the activities of the enterprise and establishing authority relationships among them."

Organizing Process

Step	Organizing Process	One-Line Explanation
1	Determine Objectives	Clearly define what the organization wants to achieve through its activities.
2	Preparing the List of Activities	Identify and list all activities and tasks required to achieve the objectives.
3	Grouping of Activities	Group similar and related activities into departments, sections or committees.
4	Determining the Positions	Create suitable positions and assign qualified people according to their skills and responsibilities.
5	Delegation of Authority and Responsibility	Assign responsibilities and provide the necessary authority to perform the assigned tasks.
6	Establishing Interrelationships	Establish communication, coordination and reporting relationships among individuals and departments.
7	Preparation of Organization Chart	Prepare an organization chart showing the hierarchy, authority, responsibility and reporting relationships .

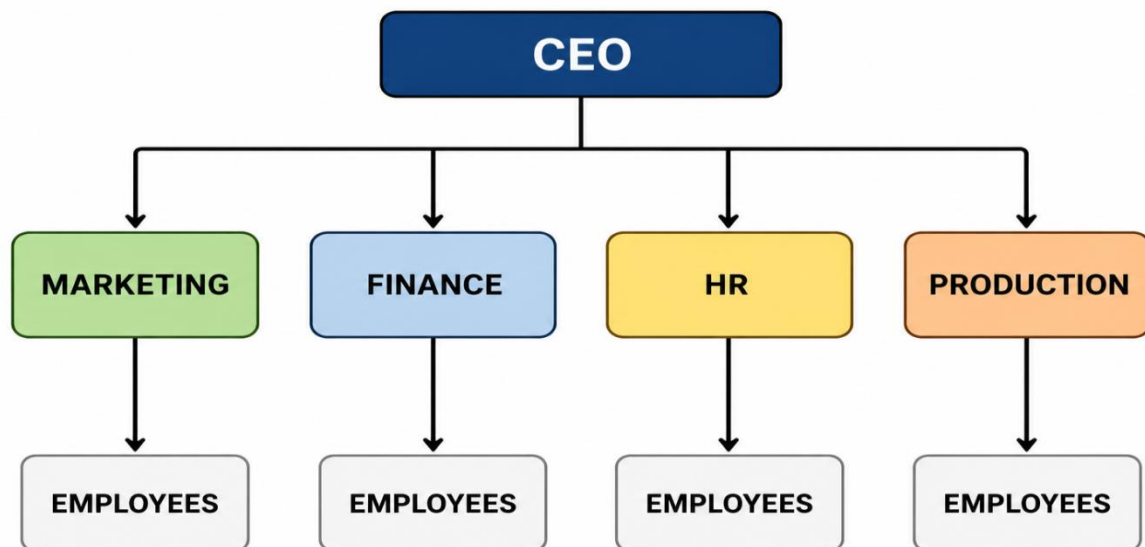
1.8 Organizational structure

1. Functional organization structure
2. Line Organization structure
3. Line & Staff Organization structure
4. Matrix Organization structure
5. Committee Organization structure

1. Functional Organization Structure

Meaning

A Functional Organization Structure is an organizational structure in which employees are grouped according to their specialized functions or departments, such as Marketing, Finance, Human Resources, Production, and Sales. Each department is headed by a functional manager who has expertise in that specific area. Employees report to their respective functional manager and perform similar types of work.



Advantages Functional Organization

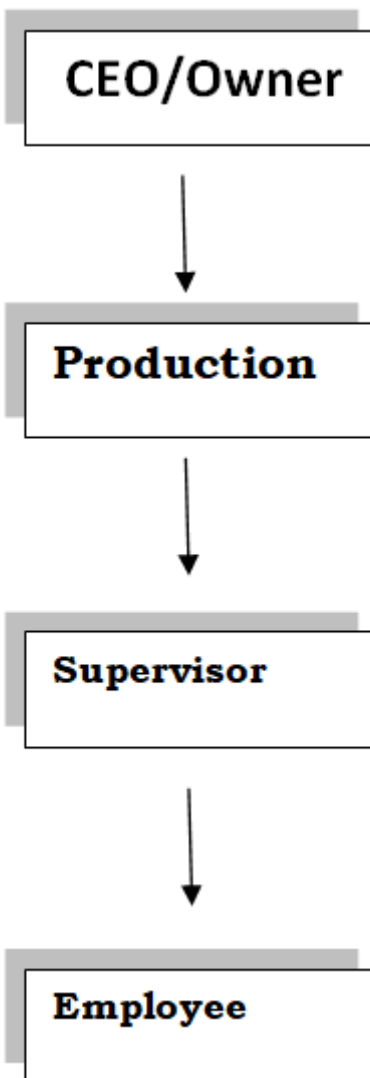
1. **Specialization:** Employees become experts in their specific functions.
2. **Higher Efficiency:** Specialized work increases productivity and quality.
3. **Better Supervision:** Functional managers provide expert guidance.
4. **Career Development:** Employees gain opportunities to develop specialized skills.
5. **Economies of Scale:** Resources and expertise are shared within departments.
6. **Improved Decision Making:** Functional experts make technically sound decisions.

Disadvantages Functional Organization

1. **Poor Coordination:** Departments may not communicate effectively with each other.
2. **Slow Decision Making:** Decisions often require approval from multiple departments.
3. **Departmental Conflicts:** Departments may focus on their own goals rather than organizational goals.
4. **Lack of Flexibility:** It becomes difficult to adapt quickly to changes.
5. **Limited Employee Exposure:** Employees gain expertise only in their own functional area.
6. **Communication Barriers:** Information may not flow smoothly across departments.

2. Line Organization structure

Line organization structure is the oldest and simplest form of organization. In these organizations, a supervisor exercises direct supervision over a subordinate. Also, authority flows from the top-most person in the organization to the person in the lowest level. This type of an organization is also called a military organization or a scalar-type organization.



Advantages of line organization

- 1. Simplicity:** It is very simple to establish & understand
- 2. Fixed authority & responsibility:** It clearly defines the authority, responsibility and accountability of a job
- 3. Quick decision:** It also allows quick decisions as it is taken by concerned authority.
- 4. Orderly communication:** It confirms scalar principle of organization where one subordinate receives the orders from single superior.
- 5. Economical:** As it does not involve specialized or expert staff.

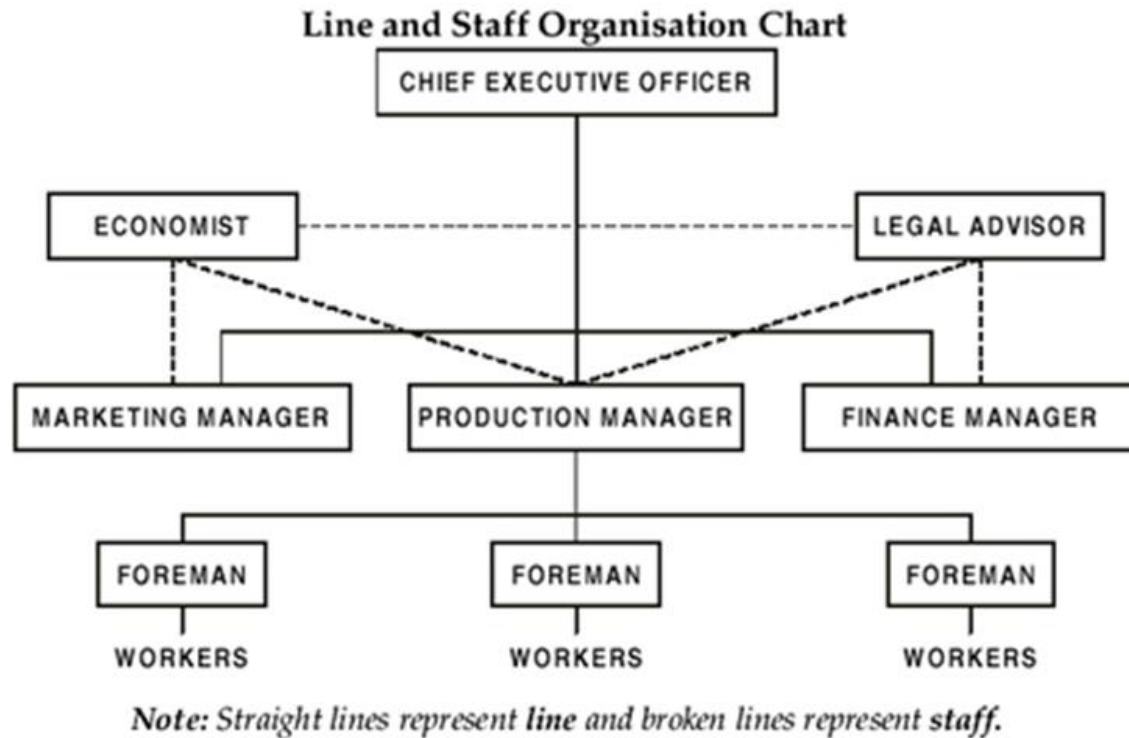
6. Overall development of line manager: as he is the one who perform multiple functions & decision making.

Disadvantages of line organization

1. **Lack of specialization:** As there is no expert and single manger have to perform all the task.
2. **Autocratic approach:** Which means single person decide without concerning other, here line manager make every decision him self.
3. **Problem of coordination:** As subordinates have no voice in decision making.
4. **Biasness:** There is possibility of nepotism and favoritism.
5. **Work overload:** of top executives as they take all the decision
6. **Not suitable** in large organization

3. Line & Staff Organization structure.

In this type of organization structure two type of authority relationship exists. They are staff and line authority. Staff authorities' means authority to advice, support and serve the line managers. All managerial functions are practiced by line authority with the help of specialized skill of staff authority.



Advantages of line & staff organization

- 1. Benefit of Specialization-** in this structure specialized staffs are appointed to advice line manager n various issue, thus they get the advantage of specialized knowledge.
- 2. Benefits of Research and Development-** Through the advice of specialized staff, the line executives, the line executives get time to bring innovations and go for research work in those areas. This is possible due to the presence of staff specialists.
- 3. Training-** Due to the presence of staff specialists and their expert advice serves as ground for training to line officials.
- 4. Balanced decisions-** The factor of specialization which is achieved by staff expert helps the line official to take better and balanced decision.
- 5. Best suitable in large scale organization** with availability of numbers of experts.

Disadvantages of line & staff organization

1. Costly- In line and staff concern, the company has to pay high remuneration of staff specialist. This proves to be costly for a concern with limited finance.

2. Lack of unity of command as there is dual superior line officer & staff officer.

3. Difficult to locate the responsibility of success or failure as decision is mutual by line & staff.

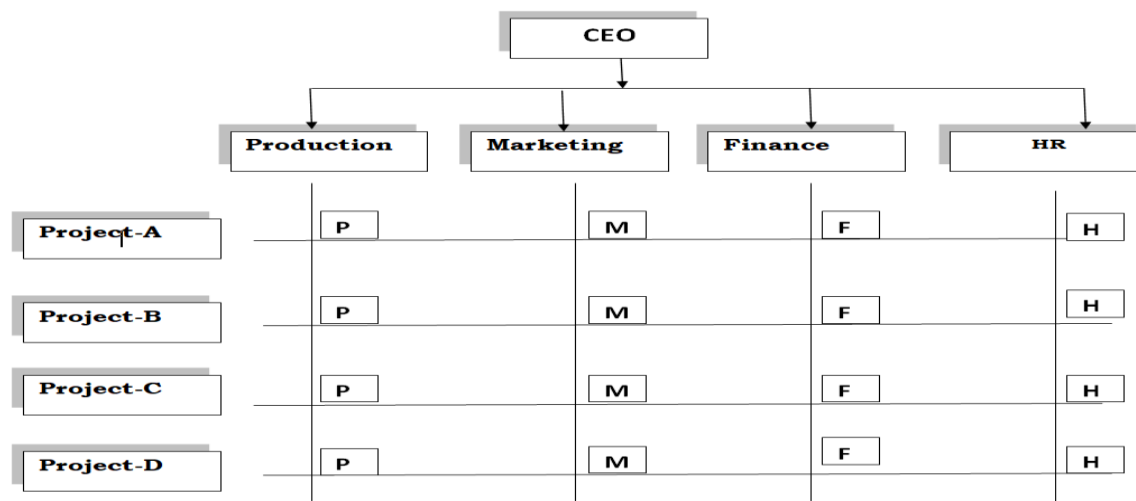
4. Line & staff conflict because of conflict in interest or opinion.

5. Decision making will become time consuming.

4. Matrix organization structure:

A matrix organizational structure is most commonly used in companies to distribute resources and workers across multiple operations. **example construction company.**

A matrix organizational structure is a workplace format in which employees report to two or more managers rather than one manager overseeing every aspect of a project. **For example,** an employee may have a **primary manager** they report to as well as one or more **project managers** they work under. This type of structure is often useful when skills need to be shared across departments to complete a task and can allow companies to utilize a wide range of talents and strengths.



Advantages of Matrix organization structure:

1. **Achievement of objective become easy** as availability of expert & multiple staff.
2. **Best utilization of available resources** (man, machine, money, material) because of multiple project at a time.
3. **Expert advise** available as expert staff are available.
4. Matrix organization give excellent scope for **personal development** as staff have to perform multiple operation of different nature.
5. It is **highly flexible structure** as it easy to add, remove, or upgrade project as per requirement of situation.

Disadvantages of Matrix organization structure:

1. **Principle of unity of command** is not followed because of more than one boss as the team members may not be know on whom to report, whose orders to follow, and who will provide them guidance.
2. **Increases Workload and Accountability** When the managers are overburdened with responsibilities, the employees have to bear with a higher amount of accountability, i.e., being answerable to both the managers.
3. **Coordination Issue:** The conflicts and misunderstanding between the functional manager and the project manager can result in their poor coordination.
4. **Delay in Decision-making:** When there are two managers involved in decision-making, it is undeniable that they may not agree on each others opinion, delaying the decision-making process.
5. **Expensive:** The organization has to employ more managers than required ultimately increasing the managerial salary overheads.

5.Committee organization structure

A committee is a group of people who work collectively, discuss, decide and recommend solutions to the problems, which possibly cannot be solved by an individual, as the organization grows larger and more complex. Because of

collective information and analysis, committees are more likely to come up with solutions to complex problems.

Committees are prevalent in all types of organizations. They are in the **government, educational, religious and business organizations**. Even the board of directors of an organization is a form of a committee. Other prevalent types in business are finance committees, audit committees, grievance committees, quality circles, and so on.



Advantages of committee organization structure

1. Pooling of opinions (huge amount of information)

The members bring in different backgrounds, values, viewpoints and abilities. These wide ranging abilities result in greater knowledge base.

2. Decentralization of authority

Committee organization remove the danger of mis use of power by single manager.

3. Mature decision

Wide verity of information helps in taking more mature decision.

4. Useful for training

In this method if committee is designed from inside than it help employees to get training about decision making.

5. Helpful in research

Disadvantages of committee organization structure

1. **Delay in decision making** as it become group decision.
2. This method is **expensive** as more numbers of staff are appointed in committee.
3. In this method **secrecy** is difficult to maintain.
4. **Difficult to locate responsibility**
5. **Conflict** may arise among committee member while taking a decision because of difference in interest and opinion.

Common Advantages of (Line, Line & Staff, Matrix Organization structure, Committee) Organizational Structure

1. Clear Authority and Responsibility
2. Division of Work
3. Better Coordination
4. Effective Communication
5. Specialization
6. Efficient Utilization of Resources
7. Better Decision-Making
8. Achievement of Organizational Objectives

Common Limitations of (Line, Line & Staff, Matrix Organization structure, Committee) Organizational Structure

1. Coordination Problems
2. Communication Problems
3. Organizational Conflicts
4. Delay in Decision-Making
5. Increased Administrative Cost
6. Rigidity and Lack of Flexibility
7. Overlapping of Authority
8. Difficulty in Fixing Accountability

1.9 Delegation of authority

Meaning

According F.G. Moore Delegation means assigning work to other and giving them authority to do it.

According to Koontz & O Donald Delegation means when decision making power is given to sub ordinate to superior.

Process of delegation

The Delegation of Authority is a process wherein the manager assigns responsibility to its subordinate along with the certain authority to accomplish the task on the manager's behalf.

No.	Element	One-Line Explanation
1	Assignment of Duties to Subordinates	A manager assigns specific tasks and responsibilities to subordinates according to their skills and abilities.
2	Transfer of Authority to Perform the Duty	A manager gives the subordinate the necessary authority and power to perform the assigned duties effectively.
3	Accountability	The subordinate is answerable for the performance and results of the assigned duties.

Principles of Effective Delegation

No.	Principle	One-Line Explanation
1	Principle of Delegation by Expected Results	Before delegating authority, the manager should clearly define the goals and results expected from the subordinate.
2	Clarity of Authority and Responsibility	The subordinate should clearly understand what responsibility is assigned and what authority is given to perform it.
3	Principle of Unity of Command	A subordinate should receive orders and instructions from only one superior to avoid confusion.

No.	Principle	One-Line Explanation
4	Scalar Principle	Communication should normally follow the formal chain of authority from the highest level to the lowest level and vice versa.
5	Parity of Authority and Responsibility	The authority given to a subordinate should be equal to the responsibility assigned to perform the task effectively.
6	Principle of Absoluteness of Responsibility	A manager remains ultimately accountable for the work delegated to subordinates even after delegating authority.
7	Authority Level Principle	Managers should take decisions within their assigned authority and refer matters beyond their authority to higher management.
8	Principle of Standard of Performance	Clear performance standards and targets should be established to measure the subordinate's performance.

Blocks / Barriers to Effective Delegation and Measures to Overcome Them

Barriers to effective delegation can arise from **superiors, subordinates, or the organizational structure**.

Category	Barrier	One-Line Explanation
I. Superior / Delegator	1. Wanting to Do Things Personally	The manager believes that work can be done better or faster if they do it themselves.
	2. Insecurity	A manager may fear that a subordinate could perform the task better and reduce the manager's importance.

Category	Barrier	One-Line Explanation
	3. Retention of Power	Some managers hesitate to delegate because they want to retain control and authority .
	4. Lack of Confidence in Subordinates	Managers may avoid delegation because they do not trust the ability or judgment of subordinates.
	5. Personal Factors	Personal attitudes such as perfectionism, impatience or unwillingness to train others can discourage delegation.
II. Subordinate / Delegate	1. Lack of Confidence	Subordinates may doubt their own ability to successfully perform the delegated task.
	2. Fear of Making Mistakes	Subordinates may avoid accepting responsibility because they fear criticism or failure.
	3. Lack of Incentives	Employees may be unwilling to accept additional responsibility when there is no recognition or reward.
	4. Absence of Access to Resources	Subordinates may lack the information, authority, money, people or equipment needed to complete the task.
	5. Convenience	Employees may prefer their existing routine and avoid taking additional responsibilities.
III. Organizational Structure	1. Size of the Organization	Very large or complex organizations may create difficulties in communication and coordination during delegation.
	2. No Precedent of Delegation	If delegation has not been practiced earlier, managers and employees may be unfamiliar with the process.
	3. Degree of Centralization or	Highly centralized organizations may restrict the authority required by lower-level managers

Category	Barrier	One-Line Explanation
	Decentralization	to make decisions.

Ways to Overcome Barriers to Delegation:

Barriers to delegation can be overcome through the following measures:

1. Accept the need for delegation
2. Develop confidence in subordinates
3. Effective two way Communication
4. Motivation (Financial – non financial)
5. Effective system of control (Set realistic standard)
6. Match job with the abilities of subordinates (Choose the right person for the right job)
7. Clarity of tasks
8. Monitor the critical deviations

Centralization & Decentralization

1. Centralization

Meaning: Centralization is an organizational structure in which **decision-making authority and control are concentrated mainly at the top management level.**

Aspect	One-Line Explanation
Meaning	Decision-making power is concentrated under one central or top-level authority.

Advantages of Centralization

No.	Advantage	One-Line Explanation
1	Clear Chain of Command	A clear hierarchy shows who gives orders and who reports to whom.
2	Standardization of Procedures and Systems	Common policies and procedures ensure uniformity throughout the organization.

No.	Advantage	One-Line Explanation
3	Easy Evaluation	Using common policies and standards makes it easier to compare and evaluate performance .
4	Less Expensive	Fewer decision-making positions can help reduce administrative and managerial costs .

Disadvantages of Centralization

No.	Disadvantage	One-Line Explanation
1	Overburden on Top Management	Top managers may become overloaded because major decisions are concentrated at the top .
2	Discourages Initiative	Lower-level employees have fewer opportunities to participate in decision-making and show initiative .
3	Lacks Adaptability to Change	Centralized decision-making may make it difficult to respond quickly to changing situations .
4	Bureaucratic Leadership	Excessive central control may result in rigid procedures and limited freedom for subordinates .

2. Decentralization

Meaning: Decentralization is an organizational structure in which **decision-making authority is systematically distributed to managers and employees at different levels of the organization**.

Aspect	One-Line Explanation
Meaning	Decision-making authority is transferred from top management to multiple departments, branches or lower-level managers .

Advantages of Decentralization

No.	Advantage	One-Line Explanation
1	Motivation of Subordinates	Participation in decision-making increases employee involvement, responsibility and morale .
2	Efficient Communication	Decisions and information can move more quickly between managers and employees .

No.	Advantage	One-Line Explanation
3	Better Supervision and Control	Local managers can closely monitor activities within their areas of responsibility.
4	Reduces Workload of Top Executives	Lower-level managers handle routine decisions, thereby reducing the burden on top management .
5	Better Coordination	Managers responsible for specific areas can coordinate activities more closely with their teams and departments .

Disadvantages of Decentralization

No.	Disadvantage	One-Line Explanation
1	Increases Administrative Expenses	Decentralization may require additional trained managers and administrative resources .
2	Loss of Central Control	Excessive decentralization may make it difficult for top management to maintain overall control .
3	Misuse of Authority	Delegated authority may be misused if proper supervision and controls are absent .
4	Dependence on Managerial Ability	Decentralization may be less effective when managers lack the skills or ability to use their authority properly .
5	Coordination and Decision Conflicts	Different units may make conflicting decisions, creating coordination problems and delays in reaching common decisions .

2.1 Staffing:

1. Meaning of Staffing

Staffing is the process of identifying, recruiting, selecting, training, developing, and retaining qualified employees to achieve organizational objectives. It ensures that the right person is placed in the right job at the right time.

Definitions

Koontz and O'Donnell

"Staffing involves filling and keeping filled the positions in the organization structure."

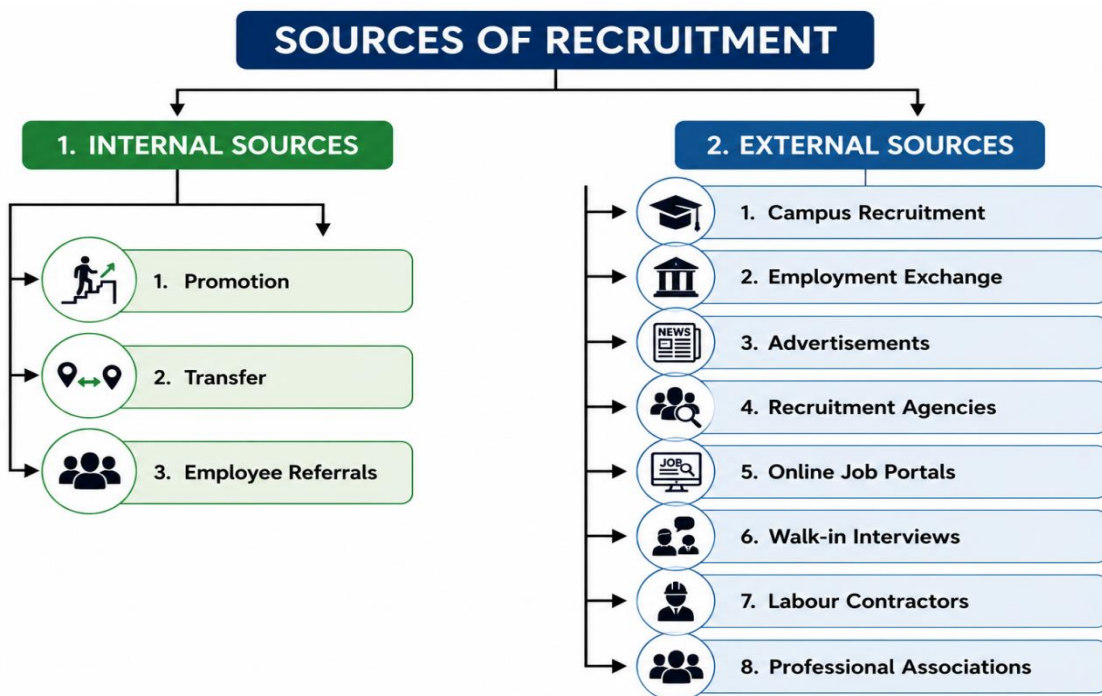
Theo Haimann

"Staffing is the process of selecting, training, developing, and compensating personnel."

2. Importance of Staffing

No.	Importance of Staffing	One-Line Explanation
1	Right Person for the Right Job	Staffing ensures that qualified and suitable employees are placed in jobs according to their skills and abilities.
2	Increases Productivity	Skilled and capable employees perform their work more efficiently and with better quality .
3	Better Utilization of Human Resources	Staffing helps assign employees to positions where their knowledge, skills and talents can be used effectively .
4	Improves Employee Morale	Fair recruitment, placement, promotion and development opportunities increase employee satisfaction and motivation .
5	Supports Organizational Growth	Staffing provides the required workforce and skills when the organization expands its operations.
6	Reduces Employee Turnover	Proper selection and placement improve job–person fit , which can reduce unnecessary employee turnover.
7	Ensures Continuity of Operations	Timely recruitment and replacement of employees help avoid vacancies and interruptions in work .
8	Promotes Employee Development	Training and development programs improve employees' knowledge, skills and future capabilities .
9	Helps Achieve Organizational Goals	Competent employees contribute their skills and efforts toward achieving organizational objectives .
10	Builds Competitive	Talented and well-developed employees can improve

No.	Importance of Staffing	One-Line Explanation
	Advantage	innovation, customer service and organizational performance.



Source of Recruitment	One-Line Explanation
1. Promotion	Filling a higher-level vacancy by promoting an existing employee based on performance, skills or experience.
2. Transfer	Moving an existing employee from one job, department or location to another without necessarily changing their rank.
3. Employee Referrals	Existing employees recommend suitable candidates from their personal or professional networks.

Source of Recruitment	One-Line Explanation
1. Campus Recruitment	Organizations recruit students and fresh graduates directly from colleges or universities.
2. Employment Exchange	Employers obtain candidate information through government or other employment exchange services.
3. Advertisements	Job vacancies are announced through newspapers, websites, social media or other media to attract applicants.
4. Recruitment Agencies	Specialized agencies identify and provide suitable candidates to organizations for vacant positions.
5. Online Job Portals	Organizations advertise vacancies and receive applications through online employment platforms.
6. Walk-in Interviews	Candidates directly visit the organization for an interview without a prior individual appointment.
7. Labour Contractors	Contractors provide workers to organizations, particularly for temporary, contractual or labour-intensive jobs.
8. Professional Associations	Organizations find qualified candidates through professional bodies, associations and their member networks.

Difference between Recruitment and Selection

Sr. No.	Point of Difference	Recruitment	Selection

Sr. No.	Point of Difference	Recruitment	Selection
1.	Meaning	Recruitment is the process of attracting potential candidates for a job.	Selection is the process of choosing the most suitable candidate from the applicants.
2.	Objective	To create a large pool of qualified applicants .	To identify and appoint the best candidate for the job.
3.	Nature	It is a positive process because it encourages more candidates to apply.	It is a negative process because unsuitable candidates are eliminated.
4.	Process	It generally involves job advertisement, sourcing, and inviting applications .	It involves screening, tests, interviews, reference checks, and final appointment .
5.	Sequence	Recruitment comes first in the staffing process.	Selection follows recruitment .
6.	Number of Candidates	It aims to attract as many suitable candidates as possible .	It reduces the number of applicants by selecting one or a few suitable candidates .
7.	Cost	Recruitment is generally less costly than selection.	Selection can be more costly because it involves tests, interviews, verification, etc.
8.	Final Result	It results in a pool of applicants .	It results in the appointment of the

Sr. No.	Point of Difference	Recruitment	Selection
			selected candidate.