

2 What human resource management does – Part 2

Name: _____ Class: _____ Date: _____

Vocabulary 词汇

Write each word three times. 把每个单词抄写三遍。

English	中文	Write it 3 times (English)		
Motivation	激励	_____	_____	_____
hierarchy of needs	需求层次	_____	_____	_____
physiological needs	生理需求	_____	_____	_____
self-actualisation	自我实现	_____	_____	_____
financial motivators	经济激励	_____	_____	_____
salary	薪水	_____	_____	_____
commission	佣金	_____	_____	_____
bonus	奖金	_____	_____	_____
non-financial motivators	非经济激励	_____	_____	_____
job enrichment	工作丰富化	_____	_____	_____
empowerment	授权	_____	_____	_____
Management	管理	_____	_____	_____
Leadership	领导	_____	_____	_____
vision	愿景	_____	_____	_____

Recall

In **Part 1** you met human resource management, workforce planning, recruitment (internal and external), and the three kinds of training. Part 2 looks at what makes staff **work hard** (motivation), and what **managers and leaders** do.

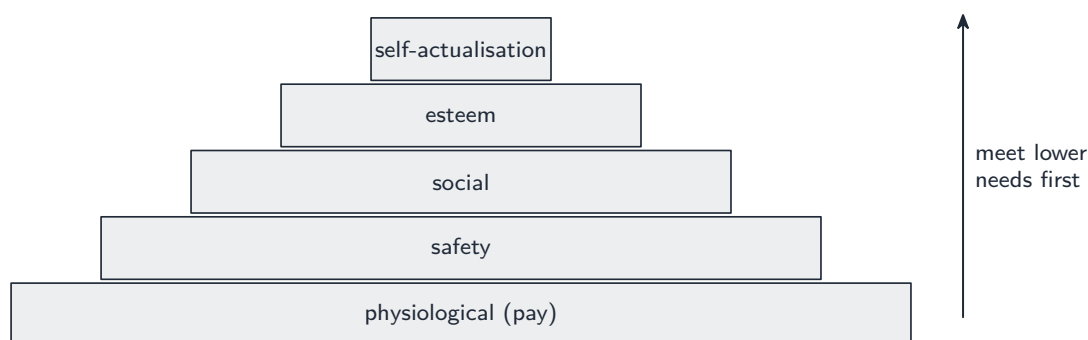
New ideas

■ 1 Motivation and Maslow's hierarchy

Motivation 激励 is the desire to work hard and do a good job. Motivated staff produce more, take fewer days off, and stay longer — so motivation lowers costs and raises quality.

Maslow said people meet their needs in order, from low to high — the **hierarchy of needs** 需求层次. Lower needs come first:

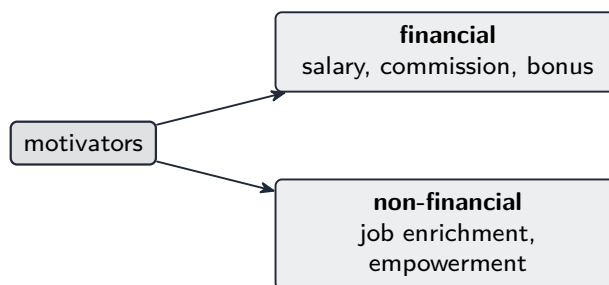
1. **physiological needs** 生理需求 — food and rest (met by pay);
2. safety; 3. social (friendship); 4. esteem (respect);
3. **self-actualisation** 自我实现 — reaching your full potential.



Micro-check. State the need Maslow places at the **bottom** of the pyramid. [1]

■ 2 Financial and non-financial motivators

- **financial motivators** 经济激励 reward staff with money: a **salary** 薪水, **commission** 佣金 (pay for what you sell), or a **bonus** 奖金 for good results.
- **non-financial motivators** 非经济激励 reward without extra money: **job enrichment** 工作丰富化 (more interesting, responsible work) and **empowerment** 授权 (letting staff make their own decisions).



Micro-check. Is a bonus a financial or a non-financial motivator?

[1]

■ 3 Management and leadership

Management 管理 means getting work done through other people. A manager **plans, organises and controls** the day-to-day work.

Leadership 领导 is different: a leader sets a **vision** 愿景 and inspires people to follow it. The best managers are also good leaders.

manager
plans, organises and
controls the day-to-day work

leader
sets a vision and
inspires people to follow it

Micro-check. State one thing a leader does that is different from day-to-day managing.

[1]

Watch out: in Maslow's hierarchy the *lower* needs (physiological, met by pay) must be satisfied *before* the higher ones (esteem, self-actualisation). Financial motivators use money (salary, commission, bonus); non-financial ones do not (job enrichment, empowerment).

Practice

2.1 Explain **one** reason motivated staff are good for a business.

[2]

2.2 State the need at the **bottom** of Maslow's pyramid, and the need at the **top**.

[2]

2.3 State whether each is a **financial** or **non-financial** motivator: (a) commission, (b) job enrichment, (c) a bonus. [3]

2.4 State one difference between a **manager** and a **leader**. [2]

2.5 A worker is paid well but finds the work boring. Suggest **one** non-financial motivator that could help. [1]

2.6 Challenge. A worker already earns a high salary but is still unmotivated. Using Maslow, explain why more pay may not help, and suggest what might. [2]
