

Human Resource Management

A-Level Business ■ Topic 2

A-Level Business



What we will cover

- 1 What HRM does
- 2 Recruitment & training
- 3 Measuring the workforce
- 4 Motivation theories
- 5 Management & leadership
- 6 Recap



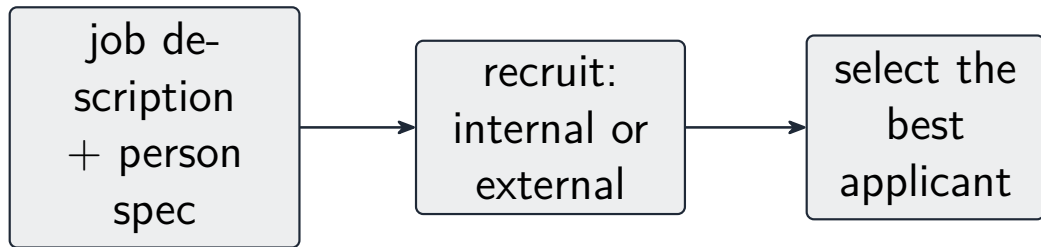
1

HRM, recruitment and training

What HRM does

Human resource management 人力资源管理 looks after the firm's people:

- **workforce planning** 人力规划 – staff & skills needed
- **recruitment** 招聘 & **selection** 甄选
- **training** 培训 & **development** 培养



Recruitment and training

Write a **job description** 职位描述 & **person specification** 人员规格; recruit **internally** 内部招聘 or **externally** 外部招聘. **Internal recruitment** 内部招聘 is cheaper and faster and the person is known, but brings no new ideas; external recruitment does the opposite. Select by application form and CV, **interviews** 面试, tests and group tasks. Training: **induction** 入职培训, **on-the-job** 在岗培训, **off-the-job** 脱产培训.

induction

for new staff —
learn how the
firm works

on-the-job

learn while
doing
the real job

off-the-job

learn away
from work
(e.g. a course)

Choosing between applicants

Person specification

Sets out the **qualifications** 资格, skills and experience the job needs – essential against desirable.

Job description

Sets out the duties, the responsibilities and who the post reports to.

Selection

Application, shortlist, interview, test, references. Each stage removes people the previous one could not.

The two documents do different jobs: one describes the *work*, the other the *person*. Confusing them is what produces a bad appointment.

Ending employment

- **redundancy** 裁员 happens when the job itself is no longer needed – for example, when a machine replaces it. It is not the worker's fault.
- **dismissal** 解雇 happens when a worker is made to leave because of poor work or bad behaviour.

Rights and managing change

The **employer** 雇主 must follow the law on pay, safety, working hours and unfair dismissal.

The **employee** 雇员 must work as agreed and follow safe, fair rules.

Training, and managing change

induction training 入职培训

for **new** staff – the business, the role, and the safety rules

on-the-job training

learning while doing, beside an experienced worker – cheap, but it can pass on bad habits

off-the-job training

away from the workplace – expert teaching, at a higher cost

management of change 变革管理

planning **how** to introduce new technology, new markets, or **restructuring** 重组

why people resist

fear of losing a job, status or familiar routine – rarely the change itself

how to reduce it

explain why, involve staff early, train, and phase it in

Resistance is a **communication** problem more often than a stubbornness problem. Every change-management answer should say what was explained, and to whom.

Measuring the workforce

labour turnover 员工流失率

$$\frac{\text{staff leaving}}{\text{average employed}} \times 100\%$$

labour productivity 劳动生产率

$$\frac{\text{total output}}{\text{number of employees}}$$

High turnover signals low pay or poor motivation; high productivity lowers unit cost.
(**Redundancy** 裁员 $\neq$ **dismissal** 解雇.)

2

Motivation

Theories of motivation

Taylor: money/**piece**
rate 计件工资

Mayo: human
relations 人际关系

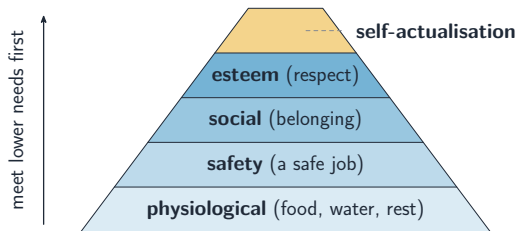
Maslow:
hierarchy 需求层次

Herzberg:
two factors

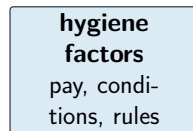
McClelland: 3 needs

Vroom:
expectancy 期望理论

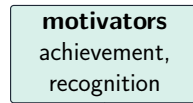
Maslow and Herzberg



meet lower needs first



if poor $\Rightarrow$
staff unhappy
(good ones still
do not motivate)



give real,
lasting motivation

hygiene vs motivators

Hygiene factors 保健因素 stop unhappiness; only **motivators** 激励因素 give lasting motivation.

Two theories, and what each says to do

Maslow's hierarchy

Physiological needs 生理需求 first, then safety, then social, then **esteem needs** 尊重需求 – **recognition** 认可 and **achievement** 成就 – and finally **self-actualisation** 自我实现.

Herzberg

The **two-factor theory** 双因素理论: hygiene factors (pay, conditions, supervision) remove dissatisfaction; only motivators (achievement, responsibility, the work itself) create satisfaction.

Taylor

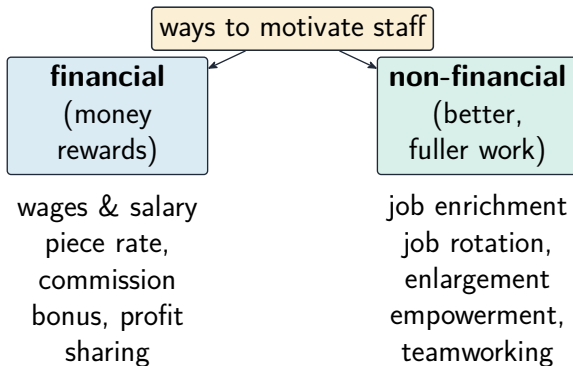
Scientific management 科学管理: study the task, standardise it, and pay by output. Effective, and it treats motivation as arithmetic.

Vroom

Expectancy theory 期望理论: effort follows from believing that effort → performance → a reward the person actually wants.

Each theory implies a different action: Maslow says find the level, Herzberg says stop confusing pay with motivation, Vroom says check the person values the reward.

Financial and non-financial motivators



- **financial** 经济激励:
salary 薪水,
commission 佣金,
bonus 奖金, profit sharing
- **non-financial** 非经济激励:
job enrichment 工作丰富化,
rotation,
empowerment 授权,
teamworking

The non-financial motivators

non-financial motivators 非经济激励

reward staff **without extra money**, by making work more interesting and giving more control

job enrichment 工作丰富化

more **challenging** tasks and more responsibility – vertical

job enlargement 工作扩大化

more tasks at the **same** level – horizontal

job rotation 工作轮换

moving between different tasks to reduce boredom

empowerment

letting staff decide how the work is done

teamworking

meeting the social needs Maslow places in the middle of the hierarchy

Enrichment adds **depth**, enlargement adds **width**. Confusing the two is the standard lost mark here.

The financial motivators

wages 工资

pay by the hour or week, often for **manual work** 体力劳动

salary 薪水

a fixed yearly amount, paid monthly

commission 佣金

pay based on **how much you sell**

bonus 奖金

an extra payment for good results

performance-related
pay 绩效工资

extra pay for those who meet targets

fringe benefits 附加福利

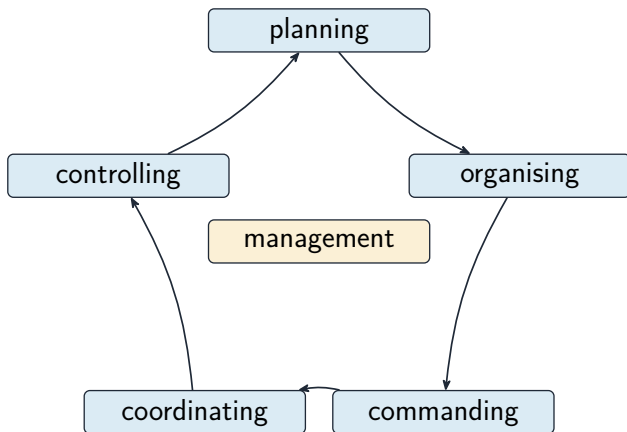
non-cash extras – a company car, health care, a pension

Herzberg's point is that pay is a **hygiene factor**: too little demotivates, but more of it does not motivate for long.

3

Management

Management functions



Fayol's five functions:

planning 计划, **organising** 组织, commanding,

coordinating 协调, controlling.

Mintzberg: managers also play ten **roles** 角色 (interpersonal, informational, decisional).

Fayol's five functions of management

planning 计划

set objectives and decide how to reach them

organising 组织

arrange the resources and people needed

commanding 指挥

give clear instructions and guidance

coordinating 协调

make sure all parts of the business work together

controlling 控制

check results against the plan, and correct problems

Management is about **the system**; leadership is about **the people**. A manager can plan and control without ever inspiring anyone – which is why both words exist.

Leadership vs management

- a **manager** plans, organises, controls
- a **leader** sets a **vision** 愿景 and inspires change

The best people do both.

the best managers are also good leaders

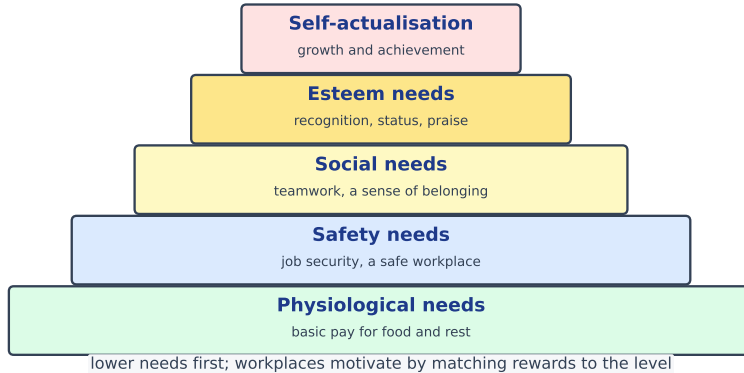
manager

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

leader

sets a vision,
inspires people
and guides change

Theories of motivation, continued



Maslow's hierarchy of needs, with workplace examples at each level.

Exam tips

- Calculate and interpret **labour turnover** and **labour productivity**; high turnover raises recruitment and training costs.
- Link a **motivation theory** to a method: Maslow (needs), Herzberg (hygiene vs motivators), Taylor (pay).
- Distinguish **financial** (piece rate, bonus) from **non-financial** (job enrichment, empowerment) motivators.
- Distinguish **leadership from management** and match a style (autocratic, democratic, laissez-faire) to the situation.

4

Recap

Worked example – labour turnover

A firm employs 200 people on average and 30 leave during the year. Find its labour turnover.

- Labour turnover
$$= \frac{\text{staff leaving}}{\text{average number employed}} \times 100$$
- $= \frac{30}{200} \times 100 = 15\%$
- High turnover raises **recruitment and training** costs and loses experience.
- But **some** turnover is healthy – it brings in new ideas.

Judge the figure **in context**: 15% is high for engineering, low for fast food. Always compare with the **industry average** before calling it a problem.

Topic 2 – key takeaways

1

HRM

plan, recruit, train, develop staff

2

Measures

labour turnover & productivity

3

Motivation

Maslow's needs; Herzberg's two factors

4

Management

Fayol's five functions; leaders set vision

Check yourself

- 1 Internal or external recruitment brings new ideas?
- 2 Which Herzberg group only stops unhappiness?
- 3 Name one non-financial motivator.
- 4 What does a leader provide that a manager may not?



Answers 1. external 2. hygiene factors 3. job enrichment / rotation / empowerment
4. vision & inspiration