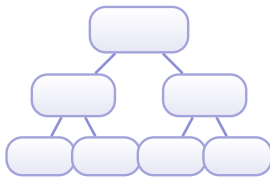


Human Resource Management

A-Level Business ■ Topic 7

A-Level Business



What we will cover

- 1 Organisational structure
- 2 Centralisation & matrix
- 3 Delegation
- 4 Communication
- 5 Leadership & HRM
- 6 Recap

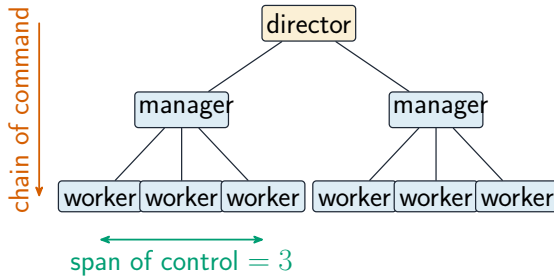


leaders set direction

1

Organisational structure

Organisational structure



An **organisational structure** 组织结构 shows who reports to whom.

- **hierarchy** 层级 – the levels, top to bottom
- **chain of command** 指挥链 – the line orders pass down
- **span of control** 管理幅度 – staff per manager

What an organisational structure has to do

organisational structure 组织结构

how a business arranges its people – who reports to whom, and who does what

chain of command 指挥链

the line of authority from the top down

span of control 管理跨度

how many people one manager supervises directly

the trade

a **wide** span means fewer layers and faster decisions, but less supervision

a good structure

makes responsibilities clear, speeds decisions, and lets information travel

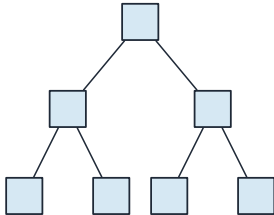
A tall structure has narrow spans and many layers; a flat one has wide spans and few. The choice is really about **how much supervision the work needs**.

Tall vs flat structures

- **tall:** many levels, narrow spans, slow messages
- **flat:** few levels, wide spans, more trust in staff

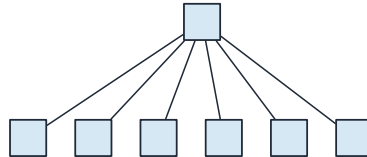
tall

many levels, narrow span



flat

few levels, wide span

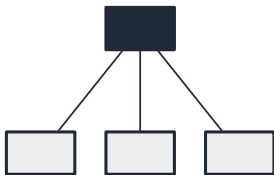


Centralisation vs decentralisation

- **centralisation** 集权 – top decides; strong control, ignores local knowledge
- **decentralisation** 分权 – branches decide; faster & motivating, weaker control

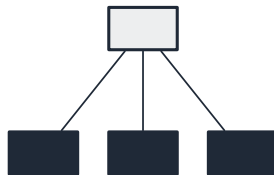
Most firms sit between the two.

Centralised



top decides

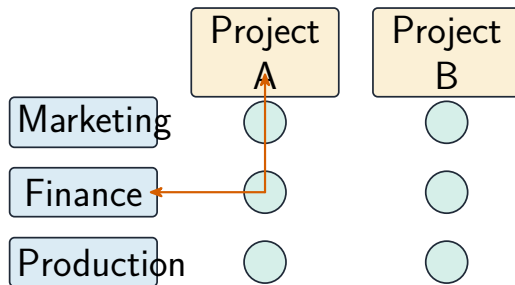
Decentralised



branches decide

Delaying and matrix structures

Delaying 精简层级 removes a level of management – cheaper, shorter chain, but more work for those left. In a **matrix structure** 矩阵结构 a worker reports to **two** managers (function & project) – great for teamwork, risky for clarity.

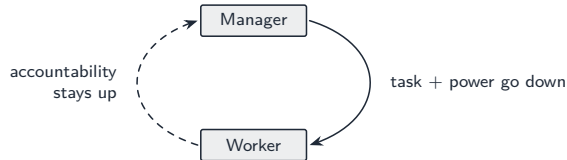


each worker reports to a function manager *and* a project manager

2

Delegation and communication

Delegation and accountability

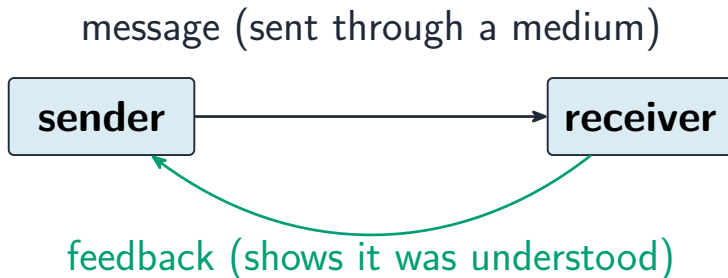


Delegation 授权 passes a task *and* the authority down – it frees the manager and develops staff.

The task moves down, but **accountability** 问责 for the result *stays up* with the manager.

Communication and its barriers

A **sender** 发送者 sends a message through a **medium** 媒介 to a **receiver** 接收者; **feedback** 反馈 confirms it. **Barriers** 障碍: unclear message, poor medium, too many levels, language & trust gaps.



Communication, and what blocks it

communication 沟通

passing a message from one person to another – and it being understood

the path

sender → message → medium → receiver → feedback

the methods

verbal, written, or visual – the best one depends on the message and the audience

what good communication does

raises motivation, cuts mistakes, and speeds up decisions

the barriers 障碍

the wrong medium, too long a chain, technical jargon, information overload, noise

and

language or cultural differences, and a lack of trust

Feedback is what separates communication from broadcasting. Most barrier questions are answered by naming the link in that chain where the message stopped.

3

Leadership and HRM

Leadership styles

- **autocratic** 专制型 – leader decides alone
- **paternalistic** 家长式 – decides for staff's good
- **democratic** 民主型 – asks staff first
- **laissez-faire** 放任型 – staff decide freely

The best style fits the task, staff & time.

Leadership styles, in detail



The styles form a continuum: autocratic keeps all control with the leader, while laissez-faire gives staff the most freedom

The leadership styles, by who decides

autocratic 专制型

the leader decides alone and tells staff – fast, and it wastes their knowledge

democratic 民主型

staff are consulted before the decision – slower, and better accepted

paternalistic 家长式

the leader decides, but in what they judge to be the staff's interest

laissez-faire 放任型

staff decide for themselves – excellent with experts, poor with novices

what should decide

the urgency, the risk, and **how skilled and motivated the staff are**

No style is best in general. The mark is for matching the style to the **situation** the case study describes.

Emotional intelligence and leading change

emotional intelligence 情商

understanding and managing one's own and others' feelings – it builds trust and handles conflict

resist 抵触



explain ■ involve ■ support



accept 接受

leading change moves staff from resistance to acceptance

Hard vs soft HRM, and unions

hard HRM 硬性人力资源管理

staff = a cost; tight control, short contracts

soft HRM 软性人力资源管理

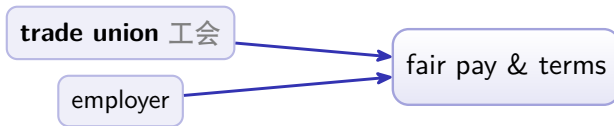
staff = an asset; develop & motivate

trade union 工会

employer

fair pay & terms

collective bargaining 集体谈判



Planning the workforce, and when relations break down

Workforce planning

Workforce planning 人力规划: forecasting how many people with which skills will be needed, and comparing that with who is there now.

Management of change

The **management of change** 变革管理: consult early, explain the reason, train, and phase it – resistance is usually about loss, not about the change.

Industrial action

Industrial action 劳工行动 runs from a work-to-rule and an overtime ban up to a **strike** 罢工.

Why it matters

Every step costs both sides, which is why negotiation, conciliation and arbitration exist between them.

A change imposed without consultation is the commonest cause of the dispute that follows it.

Hard and soft HRM, and emotional intelligence

hard HRM 硬性人力资源管理 treats staff as a **resource** to be used efficiently – short contracts, close control, pay as the lever

soft HRM 软性人力资源管理 treats staff as the firm's **most valuable asset**, to be developed and motivated – training, involvement, empowerment

emotional intelligence 情商 recognising your own and others' emotions, and acting on that

why it matters most when **leading change**: people resist because they fear losing their job or status

what the leader must do explain *why* the change is needed, involve staff, and support them through it

Hard HRM is cheaper in the short run and costlier in the long one, because turnover and lost knowledge do not appear on this year's cost statement.

Exam tips

- Read an **organisation chart**: span of control, chain of command and levels of hierarchy.
- Compare **tall vs flat** structures and **centralisation vs decentralisation** (tight control vs local responsiveness).
- Distinguish **hard vs soft HRM** (workers as a cost versus as an asset).
- Explain how **trade unions** and good communication shape employer-employee relations.

4

Recap

Worked example – layering

A firm cuts its hierarchy from five levels to three. Evaluate.

- Fewer levels $\Rightarrow$ wider spans of control and a flatter structure.
- Gains: lower salary costs, faster communication, more delegation.
- Risks: managers overloaded, fewer promotion rungs, redundancy costs and fear.
- Works if staff are skilled and trusted (McGregor's Theory Y); fails if they need supervision.

Delaying trades cost and speed against control and morale. Judge it on the workforce's skill and the leadership style – not in the abstract.

Topic 7 – key takeaways

1

Structure

hierarchy, chain of command,
span of control

2

Tall vs flat

delayering & matrix reshape the
chart

3

Delegation

task goes down, accountability
stays up

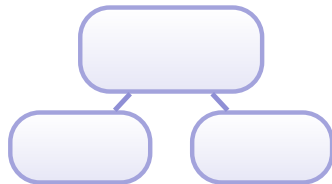
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Leadership

four styles; hard vs soft HRM

Check yourself

- 1 What is a manager's span of control?
- 2 In a matrix structure, how many managers?
- 3 After delegating, who stays accountable?
- 4 Which leadership style gives staff the most freedom?

**Answers**

1. staff one manager directly controls 2. two 3. the manager 4. laissez-faire