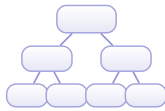


Human Resource Management

A-Level Business • Topic 7

A-Level Business



Human Resource Management

What we will cover

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



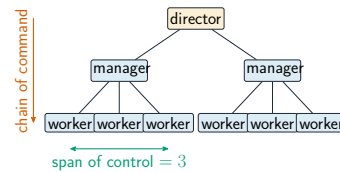
leaders set direction

1 Organisational structure

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↳ 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

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↳ Organisational structure

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.

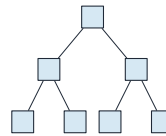
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↳ Organisational structure

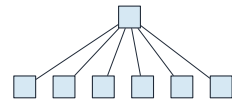
Tall vs flat structures

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

tall
many levels, narrow span

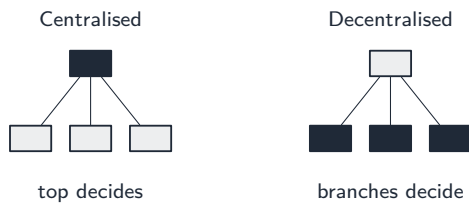


flat
few levels, wide span



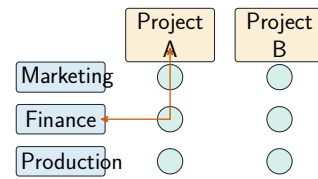
Centralisation vs decentralisation

- **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.



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.

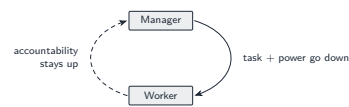


each worker reports to a function manager *and* a project manager

2

Delegation and communication

Delegation and accountability

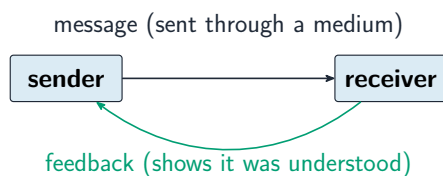


Delegation 授权 passes a task *and* the authority down – it frees the manager and develops staff.

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



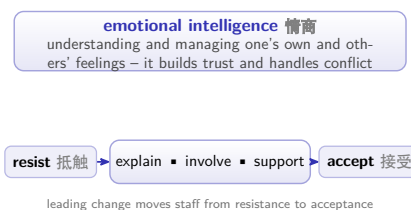
The styles form a continuum: autocratic keeps all control with the leader, while laissez-faire gives staff the most freedom

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



Hard vs soft HRM, and unions



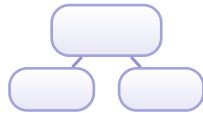
Human Resource Management ↳ Leadership and HRM Planning the workforce, and when relations break down Workforce planning 人力规划: forecasting how many people with which skills will be needed, and comparing that with who is there now. Management of change 变革管理: consult early, explain the reason, train, and phase it – resistance is usually about loss, not about the change. 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.	Human Resource Management ↳ Leadership and HRM 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.
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Human Resource Management ↳ Leadership and HRM 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
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Human Resource Management ↳ Recap Worked example – delayering A firm cuts its hierarchy from five levels to three. Evaluate. - Fewer levels ⇒ 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. Delayering trades cost and speed against control and morale. Judge it on the workforce's skill and the leadership style – not in the abstract.	Human Resource Management ↳ Recap 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 4 Leadership four styles; hard vs soft HRM
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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