

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.

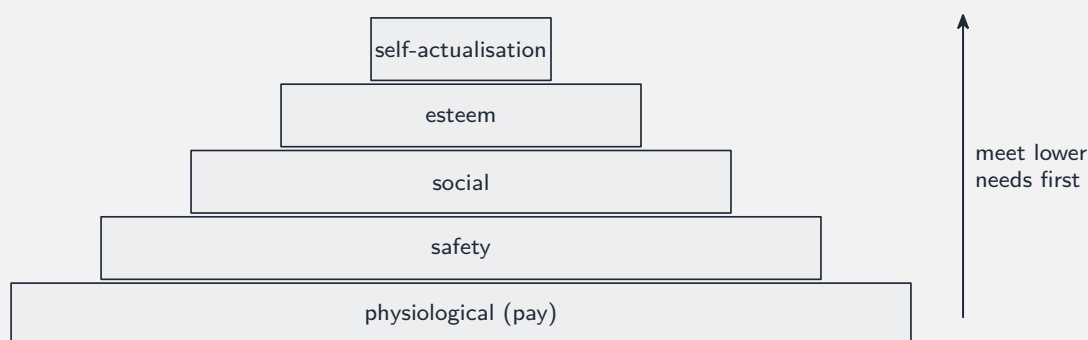
New ideas

■ 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:

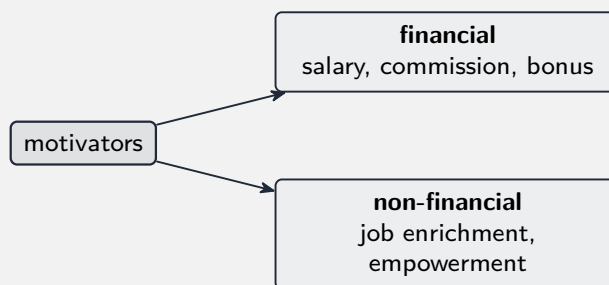
1. **physiological needs** 生理需求—food and rest (met by pay);
2. safety; 3. social (friendship); 4. esteem (respect);
3. **self-actualisation** 自我实现—reaching your full potential.



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).



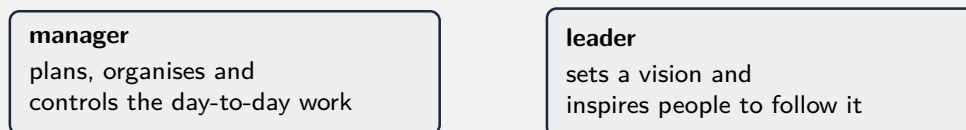
Micro-check. Is a bonus a financial or a non-financial motivator?

[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.



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]
