

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

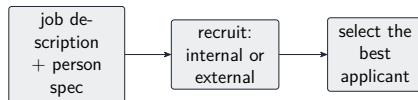


What HRM does

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

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)

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. Training:
induction 入职培训,
on-the-job 在岗培训,
off-the-job 脱产培训.

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.)

Theories of motivation

Taylor: money/**piece**
rate 计件工资

Mayo: human
relations 人际关系

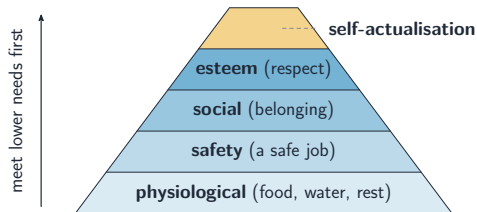
Maslow:
hierarchy 需求层次

Herzberg:
two factors

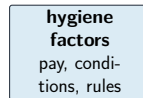
McClelland: 3 needs

Vroom:
expectancy 期望理论

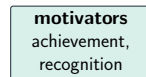
Maslow and Herzberg



meet lower needs first



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

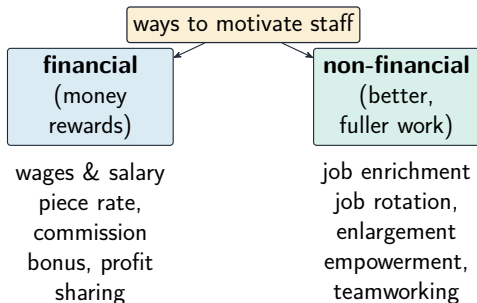


give real,
lasting motivation

hygiene vs motivators

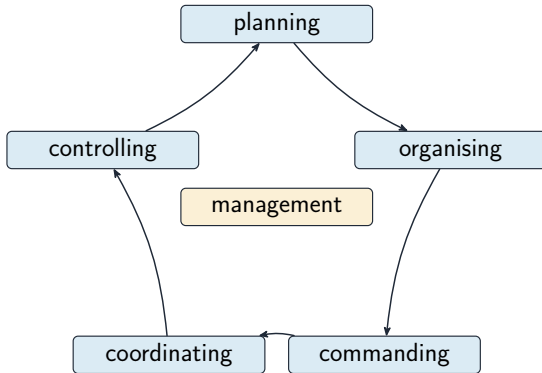
Hygiene factors 保健因素 stop unhappiness; only **motivators** 激励因素 give lasting motivation.

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

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).

Leadership vs management

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

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

The best people do both.

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