

Human Resource Management

A-Level Business • Topic 2

A-Level Business



Human Resource Management

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

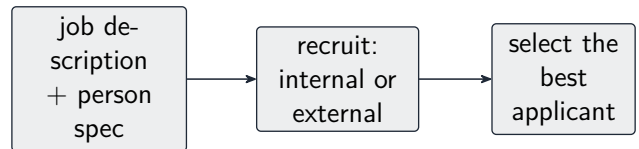
Human Resource Management

↳ 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



Human Resource Management
↳ HRM, recruitment and training

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. 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)

Human Resource Management
↳ HRM, recruitment and training

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 ≠ dismissal 解雇.)

2 Motivation

Theories of motivation

Taylor: money/piece rate 计件工资

Mayo: human relations 人际关系

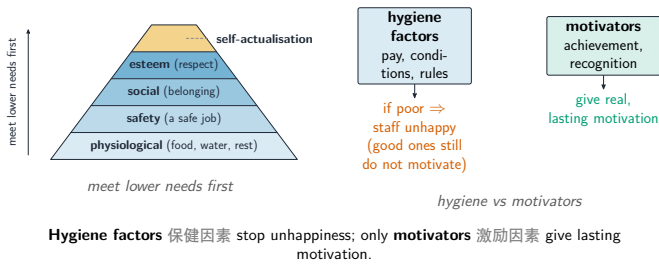
Maslow: hierarchy 需求层次

Herzberg: two factors

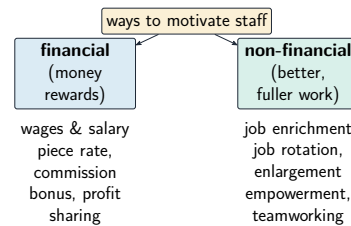
McClelland: 3 needs

Vroom: expectancy 期望理论

Maslow and Herzberg



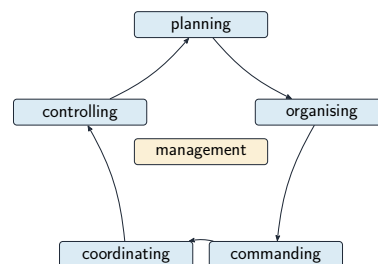
Financial and non-financial motivators



- **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

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).

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

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 **con-text**: 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