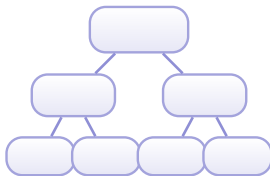


Human Resource Management

A-Level Business ■ Topic 7

A-Level Business



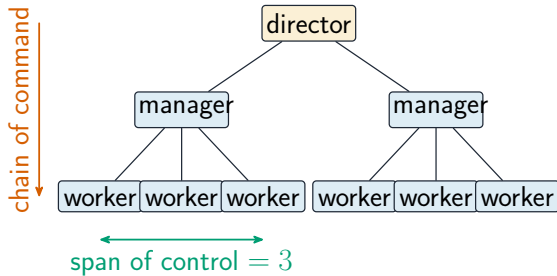
What we will cover

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



leaders set direction

Organisational structure



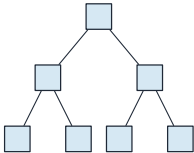
An **organisational structure** 组织结构 shows who reports to whom.

- **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

Tall vs flat structures

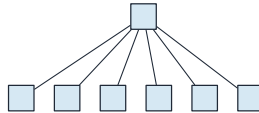
tall

many levels, narrow span



flat

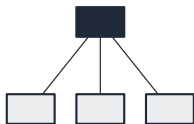
few levels, wide span



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

Centralisation vs decentralisation

Centralised



top decides

Decentralised

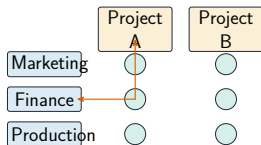


branches decide

- **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.

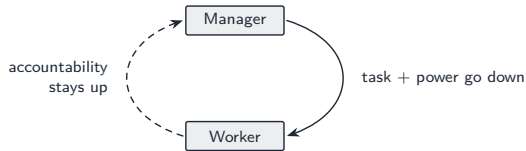
Delaying and matrix structures



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

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.

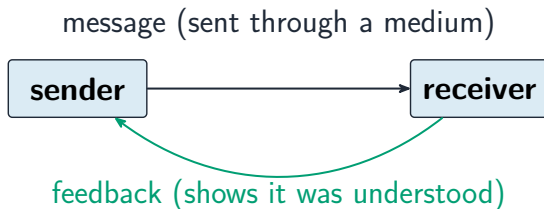
Delegation and accountability



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.

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.

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

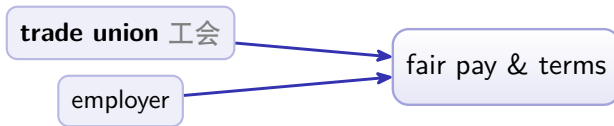
staff = an asset; develop & motivate

trade union 工会

employer

fair pay & terms

collective bargaining 集体谈判



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

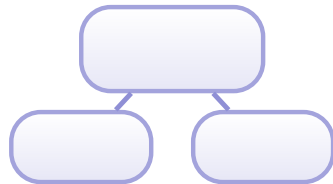
task goes down, accountability
stays up

4 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