2.1 Human resource management

Name: _____ Class: _____ Date: _____ **Total: 25 marks**

KEY WORDS labour turnover • motivation

Human resource management

Objective

Use the vocabulary of organisational structure, apply leadership and motivation theories to a case, calculate labour turnover, and (HL) analyse culture clashes and employee-relations options (syllabus 2.1–2.7).

1 Key knowledge and worked examples

Unit 2 toolkit. Structure: span of control, chain of command, levels, delegation; tall vs flat; by function, product, region; matrix. Leadership: autocratic, paternalistic, democratic, laissez-faire, situational. Motivation: Taylor, Maslow, Herzberg (hygiene vs motivators), McClelland, Deci and Ryan; equity and expectancy (HL). Labour turnover = leavers ÷ average staff × 100: 12 of 80 is 15%. Rewards: financial (salary, wages, commission, PRP, profit share, shares, fringe) and non-financial (enrichment, rotation, enlargement, empowerment, purpose, teamwork). HL: Handy's power, role, task and person cultures; conciliation (helps the parties agree) vs arbitration (decides for them).

2 Practice

2.1 Define *span of control* and *chain of command*. [2]

2.2 The repair business employs 80 people on average and 12 left during the year. Calculate the labour turnover rate and state one cost of a high rate. [3]

2.3 Distinguish Herzberg's hygiene factors from his motivators, giving one example of each. [4]

2.4 State two reasons why employees may resist change. [2]

2.5 Classify each reward as financial or non-financial and name its type: (a) a share of annual profit paid to all staff, (b) letting a mechanic design their own working day, (c) 5% of each sale. [3]

3 Exam-style questions

3.1 *(Original, Paper 1 style.)* The owner is considering removing the senior-mechanic level so that each workshop manager supervises 19 mechanics directly. Explain one advantage and one disadvantage of this flatter structure for the business. [4]

3.2 *(Original, HL culture.)* The business acquires a rival run by written procedures and fixed job descriptions, while its own workshops use self-managing teams. Using Handy's culture types, explain the clash and one consequence for the integration. [4]

3.3 *(Original, HL employee relations.)* The acquired staff's union demands the owners' bonus scheme. Recommend conciliation or arbitration, justifying the choice. [3]