Human resource management (2.1-2.7)

International Baccalaureate · IB Diploma · Business Management · HL · Vocabulary in context

Word	Example
Human resource management /ˈhjuːmən rɪˈzɔːs ˈmænɪdʒmənt/	**Human resource management** looks after hiring, training and supporting staff.
workforce planning /ˈwɜːkfɔːs ˈplænɪŋ/	**Workforce planning** works out how many staff the firm will need.
labour turnover /ˈleɪbə ˈtɜːnəʊvə/	High **labour turnover** means many workers leave each year.
demographic change	An ageing population is a **demographic change** affecting recruitment.
labour mobility /ˈleɪbə məʊˈbɪlɪti/	Better transport can improve **labour mobility** between regions.
migration /maɪˈgreɪʃn/	**Migration** moves workers from one country to another.
flexi-time	**Flexi-time** lets staff choose when to start and finish work.
teleworking	**Teleworking** allows an employee to work from home.
gig economy	Short delivery jobs are part of the **gig economy**.
recruitment /rɪˈkruːtmənt/	**Recruitment** finds people to fill jobs.
job description /dʒɒb dɪˈskrɪpʃn/	A **job description** lists the tasks a worker will perform.

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person specification /ˈpɜːsn ˌspesɪfɪˈkeɪʃn/	A **person specification** lists the skills a job applicant needs.
training /ˈtreɪnɪŋ/	**Training** teaches employees useful work skills.
induction training /ɪnˈdʌkʃn ˈtreɪnɪŋ/	**Induction training** introduces new staff to the business.
on-the-job training /ɒnðə dʒɒb ˈtreɪnɪŋ/	Learning beside an experienced worker is **on-the-job training**.
off-the-job training /ɒf ðə dʒɒb ˈtreɪnɪŋ/	A course away from normal work is **off-the-job training**.
cognitive training	**Cognitive training** builds thinking and problem-solving skills.
behavioural training	**Behavioural training** teaches staff how to work well with others.
appraisal /əˈpreɪzl/	In the yearly **appraisal**, the manager reviews how well the worker did.
dismissal /dɪˈsmɪsl/	Serious misconduct may lead to **dismissal**.
redundancy /rɪˈdʌndənsi/	A job disappearing after automation can lead to **redundancy**.
managing change	Planning staff training is part of **managing change**.
leading change	Explaining a clear new direction is part of **leading change**.
flexibility	**Flexibility** helps a business respond to changing demand.

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adaptability	**Adaptability** helps workers learn new ways of working.
span of control /spæn ɒv kən'trəʊl/	A manager with six workers below them has a **span of control** of six.
levels of hierarchy	A tall organisation has many **levels of hierarchy**.
chain of command /tʃeɪn ɒv kə'mænd/	The **chain of command** shows who reports to whom.
delegation /ˌdelɪ'geɪʃn/	Through **delegation**, a manager lets a worker make some decisions.
centralisation /ˌsentrəlaɪ'zeɪʃn/	**Centralisation** keeps key decisions with senior managers.
decentralisation /dɪˌsentrəlaɪ'zeɪʃn/	**Decentralisation** gives more decisions to local managers.
bureaucracy /bjʊə'rɒkrəsi/	Too much **bureaucracy** can delay simple decisions.
delayering /dɪ'leɪərɪŋ/	**Delayering** removes levels of management.
organisation chart /ˌɔ:gənaɪ'zeɪʃn tʃɑ:t/	An **organisation chart** shows roles and reporting relationships.
functional structure	A **functional structure** groups staff into departments such as finance.
product-based structure	A **product-based structure** groups staff by the products they handle.
regional structure	A **regional structure** groups staff by geographical area.

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matrix structure /ˈmeɪtrɪks ˈstrʌktʃə/	A **matrix structure** can give an employee both project and department managers.
project-based organisation	A **project-based organisation** forms teams around specific projects.
shamrock organisation	A **shamrock organisation** has three groups: core staff, contractors and flexible workers.
core workers	Permanent skilled staff are **core workers**.
contractual fringe	Outside firms that do jobs such as cleaning form the **contractual fringe**.
flexible workforce	Part-time and temporary workers form a **flexible workforce**.
management /ˈmænɪdʒmənt/	**Management** plans and organises work to meet objectives.
leadership /ˈliːdəʃɪp/	**Leadership** gives people direction and encourages them to act.
autocratic /ˌɔːtəʊˈkrætɪk/	An **autocratic** leader makes decisions with little staff input.
paternalistic /pəˌtɜːnəˈlɪstɪk/	A **paternalistic** leader decides what is best for staff, like a parent.
democratic /ˌdeməˈkrætɪk/	A **democratic** leader involves staff in decisions.
laissez-faire /ˈleɪsez feə/	A **laissez-faire** leader lets skilled staff decide for themselves.
situational /ˌsɪtʃuːˈeɪʃənl/	A **situational** leader changes style to fit the situation.

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motivation /ˌməʊtɪˈveɪʃn/	Praise can raise workers' **motivation**.
demotivation	Unfair treatment can cause **demotivation**.
Frederick Taylor	**Frederick Taylor** believed workers are motivated mainly by money.
scientific management /saɪənˈtɪfɪk ˈmænɪdʒmənt/	**Scientific management** studies tasks to find efficient working methods.
piece rate /piːs reɪt/	A **piece rate** pays workers for each unit produced.
Abraham Maslow	**Abraham Maslow** arranged human needs in a hierarchy.
hierarchy of needs /ˈhaɪərɑːki ɒv niːdz/	Maslow's **hierarchy of needs** goes from food and safety up to personal growth.
self-actualisation /self ˌæktʃuːəlaɪˈzeɪʃn/	**Self-actualisation** means becoming the best you can be.
Frederick Herzberg	**Frederick Herzberg** split work factors into hygiene factors and motivators.
hygiene factors /ˈhaɪdʒiːn ˈfæktəz/	Pay and working conditions are **hygiene factors**: they stop workers being unhappy.
motivators /ˈməʊtɪveɪtəz/	Achievement and recognition are **motivators** in Herzberg's theory.
David McClelland	**David McClelland** studied needs for achievement, affiliation and power.
need for achievement	People with a strong **need for achievement** like hard but possible goals.

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need for affiliation	People with a strong **need for affiliation** want to be liked by their team.
need for power	People with a strong **need for power** want to control others.
Deci and Ryan	**Deci and Ryan** developed self-determination theory.
self-determination theory /self dɪˌtɜːmɪˈneɪʃn ˈθɪəri/	**Self-determination theory** says people need choice, skill and good relationships.
autonomy /ɔːˈtɒnəmi/	Staff with **autonomy** decide how to do their own work.
competence	Learning a skill increases a worker's sense of **competence**.
relatedness	Feeling connected to colleagues supports **relatedness**.
equity theory	**Equity theory** says workers compare their pay with others to judge fairness.
expectancy theory /ekˈspektənsi ˈθɪəri/	**Expectancy theory** says people work hard if they believe it will bring a reward they want.
salary /ˈsæləri/	A **salary** is usually a fixed regular payment.
job enrichment /dʒɒb enˈrɪtʃmənt/	**Job enrichment** gives a worker more responsibility and more interesting tasks.
wages /ˈweɪdʒɪz/	Workers may receive **wages** based on hours worked.
job rotation /dʒɒb rəʊˈteɪʃn/	**Job rotation** moves workers between different tasks.

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commission /kəˈmɪʃn/	A salesperson earns **commission** on sales made.
job enlargement /dʒɒb enˈlɑːdʒmənt/	**Job enlargement** adds more tasks at a similar responsibility level.
profit-related pay	**Profit-related pay** links rewards to business profit.
empowerment /emˈpaʊəmənt/	**Empowerment** gives workers authority to make decisions.
performance-related pay /pəˈfɔːməns rɪˈleɪtɪd peɪ/	**Performance-related pay** links rewards to measured results.
purpose /ˈpɜːpəs/	Helping local families gives staff a sense of **purpose**.
employee share ownership	**Employee share ownership** lets staff own part of their company.
teamwork	Good **teamwork** helps staff solve problems together.
fringe payments	A company car is one of the firm's **fringe payments**.
organisational culture /ˌɔːgənaɪˈzeɪʃənl ˈkʌltʃə/	Shared values and habits make up a firm's **organisational culture**.
power culture	In a **power culture**, a few powerful people make the decisions.
role culture	In a **role culture**, everyone follows clear rules and job titles.
task culture	In a **task culture**, teams form to solve one problem.
person culture	In a **person culture**, each expert works mostly for themselves.

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culture clashes	Different working habits can cause **culture clashes** after a merger.
communication /kəˌmjuːnɪˈkeɪʃn/	Clear **communication** helps the two shifts work together.
formal communication	An official staff email is **formal communication**.
informal communication	A chat over lunch is **informal communication**.
grapevine /ˈgreɪpvaɪn/	News spreads unofficially through the workplace **grapevine**.
barriers to communication	Noise and unclear language are **barriers to communication**.
jargon /ˈdʒɑːgən/	Technical **jargon** can confuse a new employee.
industrial relations /ɪnˈdʌstrɪəl rɪˈleɪʃnz/	**Industrial relations** is the relationship between managers and workers.
trade union /treɪd ˈjuːnɪən/	A **trade union** speaks for workers when they ask for higher pay.
collective bargaining /kəˈlektɪv ˈbɑːgɪnɪŋ/	In **collective bargaining**, the union talks with managers about pay for all workers.
work-to-rule	During **work-to-rule**, staff follow every rule strictly to slow work.
overtime ban	An **overtime ban** means workers refuse extra hours.
strike /straɪk/	A **strike** stops work to put pressure on an employer.

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Word	Example
lock-out	A **lock-out** occurs when an employer prevents staff from working.
conciliation	In **conciliation**, a helper gets both sides talking until they agree.
arbitration	In **arbitration**, an outside person decides how to end the dispute.
employee participation	**Employee participation** gives workers a voice in business decisions.
no-strike agreements	With **no-strike agreements**, workers promise not to strike.

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