

# Human resource management

IB DP Business Management HL Unit 2 sections 2.1-2.7 full package

# 1. Unit 2 at a glance

## Unit 2 at a glance

IB Business Management HL Unit 2.1-2.7: HR planning, organisational structure, leadership and management, motivation and demotivation, culture (HL), communication, employee relations (HL) - on the shared repair business at 80 staff.

Must-know: the five resistance reasons and the Kotter-Schlesinger ladder; span, chain, levels, delegation, tall vs flat, matrix; five leadership styles; Taylor, Maslow, Herzberg, McClelland, Deci and Ryan plus equity and expectancy (HL); turnover  $12/80 = 15$  percent; Handy's four cultures; conciliation vs arbitration.

## 2. HR planning and structure

### HR planning and structure

HR planning answers internal factors (objectives, finance) and external ones - demographics, labour mobility, immigration, flexi-time, the gig economy. Resistance to change: self-interest, low tolerance, misinformation, misunderstanding, different assessment; respond with education, participation, facilitation, negotiation, then manipulation or coercion.

Structure vocabulary: span of control, chain of command, levels, delegation, bureaucracy, centralisation, de-layering. Tall - clear paths, slow; flat - fast, heavy spans. Charts by function, product, region; matrix crosses them. Repair business: four workshops of 19 is too wide, so a senior mechanic per workshop gives spans of 9-10 and one more level.

### 3. Leadership, motivation, communication

#### Leadership, motivation, communication

Management plans, organises, directs, controls; leadership inspires. Styles: autocratic, paternalistic, democratic, laissez-faire, situational - fit the task and the people.

Motivation: Taylor (pay by output), Maslow (hierarchy of needs), Herzberg (hygiene prevents dissatisfaction, motivators create it), McClelland (achievement, affiliation, power), Deci and Ryan (autonomy, competence, relatedness); HL equity and expectancy. Turnover  $12/80 = 15$  percent; appraisal formative, summative, 360, self; financial and non-financial rewards.

Communication is formal or informal; barriers are jargon, overload, wrong channel, distance, mistrust. Case: piece-rate mechanics with late parts - fix hygiene, mend the effort-reward link with salary plus team bonus, aim turnover at 8 percent.

## 4. Culture and employee relations (HL)

### Culture and employee relations (HL)

Culture is shared values and norms carried by symbols, rituals and leaders. Handy: power, role, task, person. Clashes follow mergers, new leaders and expansion abroad - lost staff, slow decisions, failed integration - so check culture before the deal.

Employee relations: conflict over pay, conditions, security, change. Employees use collective bargaining, work-to-rule, strikes; employers use bargaining, redundancy threats, contract changes, lock-outs. Resolve by conciliation (helps the parties agree) or arbitration (decides), participation, no-strike and single-union agreements. Case: role meets task culture; conciliate the bonus dispute.

## Check yourself

### Check yourself

HR-planning factors; resistance reasons and responses; the structure vocabulary with tall vs flat and the three chart types.

Five leadership styles; the five motivation theories plus equity and expectancy; turnover  $12/80 = 15$  percent; appraisal, recruitment, training, rewards.

Formal vs informal communication and the barriers.

Handy's four cultures and a clash with its consequence; employee and employer actions; conciliation vs arbitration.