2.1 Human resource management

Name: _____ Class: _____ Date: _____ **Total: 22 marks**

KEY WORDS labour turnover • motivation

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Objective

Use the vocabulary of organisational structure, apply leadership styles and motivation theories to a case, calculate labour turnover, and name the communication barriers (syllabus 2.1–2.4, 2.6; SL).

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. Labour turnover $= 12/80 \times 100 = 15\%$. Rewards: financial (salary, wages, commission, PRP, profit share, shares, fringe) and non-financial (enrichment, rotation, enlargement, empowerment, purpose, teamwork). Communication: formal vs informal, and the barriers.

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 Name the five leadership styles and state one situation in which an autocratic style is the right choice. [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, Paper 1 style.)* Mechanics on piece rates feel their effort is unrewarded when parts arrive late, and turnover has reached 15%. Using two motivation theories, recommend a reward package, and name one communication barrier the owner must remove to deliver it. [4]