

People in Business

IGCSE Business Studies ■ Topic 2

IGCSE Business Studies



What we will cover

- 1 Why motivation matters
- 2 Motivation theories
- 3 Methods of motivation
- 4 Organisation charts
- 5 Recruitment & selection
- 6 Communication



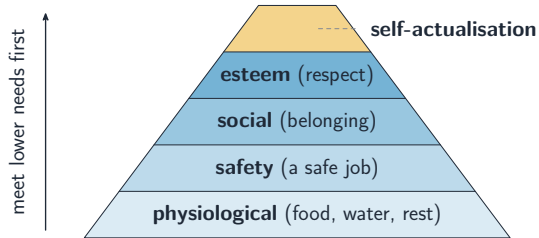
Maslow's hierarchy

Why motivation matters



management meeting

Motivation theories



workforce

Methods of motivation

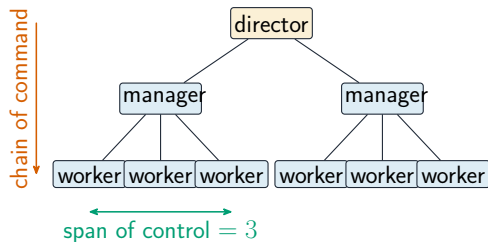
financial

wage 工资, piece
rate 计件工资, commis-
sion 佣金, bonus 奖金,
profit sharing 利润分享

non-financial

job rotation 工作轮换,
enrichment 工作丰富化,
autonomy 自主权, teamworking

Organisation charts



An **organisation chart** 组织结构图 shows who reports to whom:

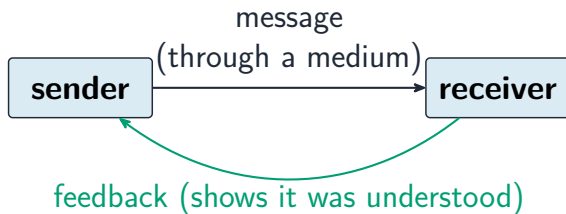
- **hierarchy** 层级 & **chain of command** 指挥链
- **span of control** 管理幅度 – direct subordinates
- **delaying** 扁平化 removes a level

Recruitment and selection



Write a **job description** 职位描述 & **person specification** 人员规格, advertise, shortlist, then interview. **Internal** 内部招聘 (from within) is cheaper; **external** 外部招聘 brings new ideas.

Communication



A message goes from sender to receiver, who gives **feedback** 反馈.

Communication barriers 沟通障碍 (noise, unclear words, too long a chain) cause mistakes.

Worked example – motivating workers

A factory pays piece rate. Output rises but quality falls and workers complain. Explain and suggest a fix.

- Piece rate pays **per unit made**, so workers rush to make more.
- They **cut corners** $\Rightarrow$ more faults, more waste, unhappy customers.
- It also ignores **non-financial** needs – Maslow's esteem and social levels.
- Fix: pay a **basic wage + a bonus for quality**, and add **job rotation or teamworking**.

Money is not the only motivator. Herzberg: pay is a **hygiene factor** – too little demotivates, but more of it does not motivate. **Recognition and responsibility** do.

Topic 2 – key takeaways

1

Motivation

raises productivity; cuts absence
& turnover

2

Theories

Taylor (pay), Maslow (needs),
Herzberg

3

Org chart

hierarchy, chain of command,
span of control

4

Communication

sender, receiver & feedback; mind
barriers

Check yourself

- 1 Name one benefit of a motivated workforce.
- 2 What did Taylor say motivates workers?
- 3 What does span of control measure?
- 4 What completes the communication process?



Answers 1. e.g. higher productivity one manager controls 2. pay (more pay for more work) 3. subordinates 4. feedback