

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

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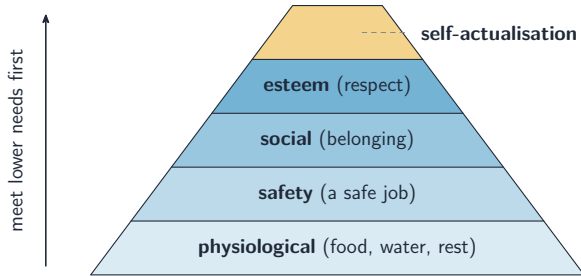
Motivation

Why motivation matters



- higher **productivity** 生产率 – each worker produces more,
- lower **absenteeism** 缺勤 – fewer workers stay away from work,
- lower **labour turnover** 员工流动率 – fewer workers leave, so the business spends less time and money hiring and training new staff.

Motivation theories



Maslow 马斯洛 says needs come in a **hierarchy of needs 需求层次** – the pyramid is read from the bottom up.

A level only motivates once the level **below** it is already met.

So more money does nothing for a worker who is paid enough and is bored – that worker needs **esteem** or responsibility instead.

The three thinkers

Thinker	Main idea
Taylor 泰勒	people work for money : pay them per item and they produce more
Maslow 马斯洛	needs come in a hierarchy ; each level must be met before the next motivates
Herzberg 赫茨伯格	hygiene factors (pay, conditions) stop dissatisfaction; only motivators (achievement, responsibility) actually motivate

Herzberg's point is the one that earns marks: raising pay removes a complaint, it does not create enthusiasm.

Financial methods, and what each pays for

Method	What it is
wage 工资	regular pay, by hour or week
salary 薪金	a fixed yearly amount, paid monthly
piece rate 计件工资	pay per item produced
commission 佣金	pay based on how much you sell
bonus 奖金	an extra for hitting a target
fringe benefits 额外福利	a car, free meals, health care

Piece rate vs time rate

Anya: 210 items at £3 = £630

Ben: 40 hours at £12 = £480

A piece rate rewards **speed** and can cost quality; a time rate pays for **hours** and needs supervision.

Non-financial methods

job rotation 工作轮换

move between tasks,
so the work is less dull

job enrichment 工作丰富化

harder tasks and more responsibility

teamworking 团队合作

work in small groups,
so the job is social

training & promotion 培训 & 晋升

a way to improve, and
a way to move up

These cost little and reach what money cannot – which is exactly Herzberg's motivators rather than his hygiene factors.

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

Methods of motivation, in detail



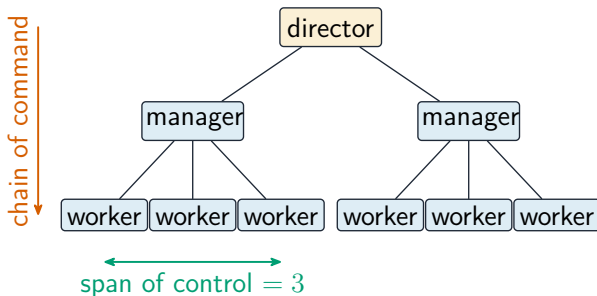
lower needs first; workplaces motivate by matching rewards to the level

Maslow's hierarchy of needs, with workplace examples at each level.

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Organisation

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
- **delayering** 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.

How a business chooses who to hire

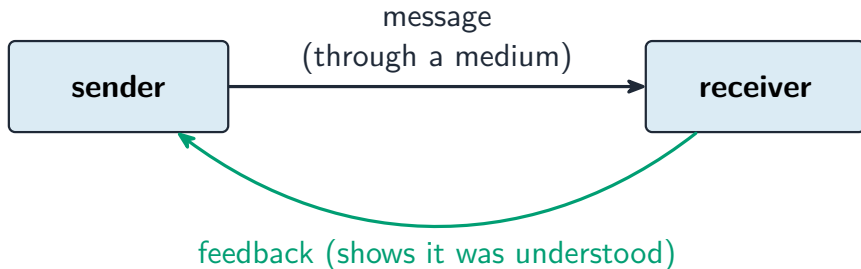
application form 申请表	the business's own questions, so every applicant answers the same things
CV 简历	a short summary of a person's education and work history, written by them
the interview 面试	the commonest method – but it favours confident talkers over able workers
tests	aptitude, skills or personality tests, used alongside the interview
internal 内部招聘	cheaper and faster, the person is known – but it leaves another vacancy behind and brings no new ideas
external 外部招聘	a wider choice and fresh ideas – but slower, dearer and riskier

Selection methods exist to **cut the risk of a wrong hire**, because replacing a worker costs far more than testing one.

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.



One-way, two-way, and what blocks both

**good
communication 沟通**

information is sent, received **and understood** correctly

why it matters

workers know what to do, mistakes fall, and people feel involved

one-way 单向沟通

flows in one direction with no reply – a public notice, a memo

two-way 双向沟通

the receiver can reply and give feedback – usually better, because it **checks understanding**

a barrier 沟通障碍

anything stopping a message getting through: the wrong medium, technical language, too long a chain, noise, or **a receiver not paying attention**

“Sent” is not “understood”. Every barrier question is answered by naming where in that chain the message was lost.

Who is talking to whom

Internal communication

Internal communication 内部沟通 is between people inside the business – managers and **employees** 员工, department to department.

External communication

External communication 外部沟通 goes to customers, **suppliers** 供应商, banks and government.

One-way communication

One-way communication 单向沟通: a notice, an email, an announcement. Fast, with no way to check it was understood.

Two-way communication

Two-way communication 双向沟通 invites a reply – a meeting, a call – so feedback arrives and misunderstanding is caught.

The chart

An **organisational chart** 组织结构图 shows who reports to whom, and so where each message is meant to travel.

Choose the channel from the message: one-way for information, two-way for anything that needs agreement.

Organisation and management



The five functions of **management** 管理: **planning** 计划 (set the aims and how to reach them), **organising** 组织 (arrange people and resources), **coordinating** 协调 (make the parts work together), **commanding** 指挥 (instruct and guide) and **controlling** 控制 (check the targets are met).

Leadership styles, and when each fits

A **leadership style** 领导风格 is the way a manager leads people. No style is best – the question is always *which situation*:

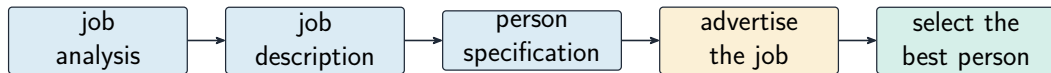
Style	How it works	Suits
autocratic 专制型	the leader decides alone and gives orders	a crisis, or new and untrained staff
democratic 民主型	the leader asks staff for ideas before deciding	skilled staff who want a say
laissez-faire 放任型	the leader sets goals, then lets staff work freely	creative, expert teams

Trade unions

A **trade union** 工会 is a group of workers who join together to protect their shared interests.

A union can bargain for better pay and conditions, support a worker in a dispute, and push for safer work.

The recruitment process



Job analysis 工作分析 first – study what the job actually involves – then the job description and person specification follow from it. Skip that step and you advertise for the wrong person.

Recruiting inside or outside

Internal recruitment

Internal recruitment 内部招聘 promotes someone already employed: cheaper, faster, and the person's record is known – but it leaves another vacancy and brings no new ideas.

External recruitment

External recruitment 外部招聘 brings in new skills and outside experience, at the cost of a longer, dearer process and a slower start.

On-the-job training

On-the-job training 在职培训 teaches beside an experienced worker – cheap and relevant, and it passes on bad habits too.

Employment laws

Employment laws 劳动法 set the floor: contracts, minimum wage, hours, health and safety, and protection from unfair dismissal.

Every recruitment answer needs the same shape: the benefit, the cost, and which suits *this* business.

Recruitment, selection and training



A business must recruit, train and motivate enough people with the right skills.

On-the-job and off-the-job training

induction training 入职培训

given to **new** workers, to learn about the business and their role

on-the-job 在职培训

learning **while doing the job**, beside an experienced worker

its benefits

cheap, and it uses real tasks

its limits

the trainer **stops their own work**, and bad habits can pass on

off-the-job 脱产培训

benefits: **expert teaching**, no work distractions. Limits: **costs more**, and the skills may not fit the exact job

Training raises quality and motivation and cuts mistakes – and the trained worker is then more attractive to **other** employers, which is the risk the firm accepts.

Reducing the workforce

Sometimes a business must cut staff numbers.

- **Redundancy** 裁员 – the job is no longer needed, for example because a machine now does it. It is not the worker's fault.
- **Dismissal** 解雇 – the worker is removed for a good reason, such as breaking rules or poor work.

What employment law protects

contract of employment 雇佣合同

a fair, written statement of pay, hours and duties

safe conditions

health and safety at work is a legal duty, not a courtesy

fair pay

minimum wage laws, and equal pay for equal work

against discrimination 歧视

on grounds of gender, race, religion, age or disability

unfair dismissal 不当解雇

a worker cannot be dismissed without a fair reason and a fair procedure

the cost to the firm

compliance costs money and limits flexibility – and breaking the law costs far more

Redundancy 裁员 is legal when the **job** disappears; dismissal is for the **worker's** conduct or capability. The exam tests that difference.

Exam tips

- Link motivation to its benefits: higher **productivity**, lower **absenteeism**, and lower **labour turnover**.
- Match each theory: **Taylor** (pay / piece rate), **Maslow** (a hierarchy of needs – lower needs before higher), **Herzberg** (hygiene factors stop unhappiness; motivators drive real effort).
- Separate **financial** methods (wage, piece rate, salary, commission, bonus) from **non-financial** ones (job rotation, job enlargement, job enrichment, autonomy).
- On an organisation chart, know the **chain of command** (the line orders travel down) and the **span of control** (how many people report to one manager).
- Distinguish **redundancy** (the job is no longer needed – not the worker's fault) from **dismissal** (the worker is removed for a reason such as breaking rules).

3

Recap

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