

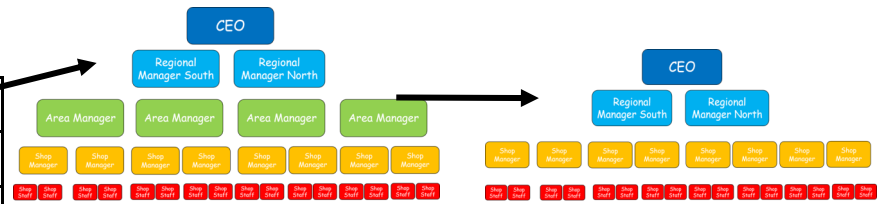
# GCSE Business Topic 2.5 Human Resources Knowledge Organiser

**Start**

What is Human Resource Management?

Managing the staff within an organisation e.g. how to recruit staff, train them, motivate them, pay them

Organisation Chart	A diagram showing the staffing structure of a business
Chain of command	The path down which orders are sent
Line Manager	A person responsible for the performance of someone else
Subordinate	A person who is accountable to someone else
Span of control	A the number of people one person is responsible for



**Characteristics of a hierarchical structure**  
 Long chain of command, more layers and line managers. More control & opportunities. But costly and poor communication.

**Characteristics of a flat structure**  
 Shorter chain of command. Delaying. Wider span of control. Cheaper, delegate decision making. But more work for line managers

<b>Job Description</b> A document outlining the roles, duties, responsibilities of the job	<b>Person Specification</b> A document outlining the skills, qualifications, experience of the person they want
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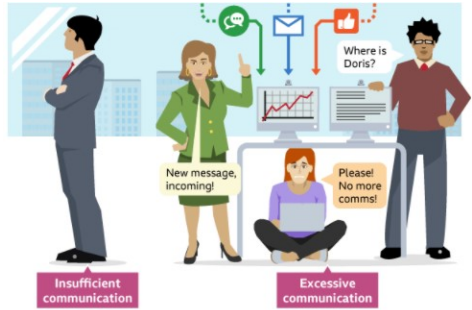
<b>Internal recruitment</b> Hired from within the biz, less costly, know the biz, motivational BUT leaves a vacancy elsewhere, may not have the skills	<b>External recruitment</b> Hired from outside of the business. Brings in new skills BUT costly
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<b>Director</b>	Responsible for overall business performance
<b>Senior Manager</b>	Each one is responsible for 1 functional area, E.g. Finance Manager, Marketing Manager
<b>Line Manager/ Supervisor</b>	Lead a team within a branch or area, Manages the training/ motivation of those employees
<b>Operational staff</b>	Carry out the key day to day operations within the business
<b>Support staff</b>	Provide services to all other staff but not a core role, Secretaries, cleaners, canteen staff

<b>Formal training</b>	Qualifications, University, College, teacher-led
<b>Informal training</b>	Watching other staff, asking for help
<b>Self-learning</b>	Not teacher-led, may be online
<b>Ongoing training</b>	Keeps employees up to date & highly skilled, not just at the start
<b>Performance Management</b>	Setting personal targets for employees linked to pay & promotion

**Reasons to motivate staff**

- More productive/better customer service
- Less absenteeism
- Lower staff turnover (staff leaving)



Insufficient communication      Excessive communication

<b>Financial motivation</b> Remuneration (pay), commission, bonuses, Fringe Benefits (company car, pension, healthcare)	<b>Non-financial motivation</b> Job rotation (variety of duties throughout the day), job enrichment (extra responsibilities), autonomy (can make own decisions, more freedom), team-working
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<b>Full-time</b> 35+ hours a week, consistency	<b>Part-time</b> <35 hours per week, plug gaps during high demand
<b>Temporary</b> Cover seasonal demand, no commitment, training issues	<b>Permanent</b> Provides job security, have to follow contract re dismissal, maternity etc
<b>Flexible</b> Can choose hours or work from home Zero hour contract, not obliged to be given any hours	<b>Freelance</b>

**Technology used for working**

- Remote working – working from home, ability to access work resources
- Video conferencing – cuts down travel/ costs/time
- Management Information Systems i.e. Intranet, can access work from anywhere

**Good communication needed to...**  
 Ensure aims & objectives are clear, Customers understand what the business does, Employees know where they stand and what to do - motivational

**Barriers to communication**  
 Using the wrong medium e.g. using email when it should have been face to face, technology failure e.g. time delay using electronic systems, Cultural/language barriers, Use of 'jargon' – technical language, Too much/little information

**Poor communications leads to...**  
 Lower employee motivation, Poor customer service, More mistakes – wasting time & money, Longer decision making, mace/ brand of business is jeopardised

**Meaning of Centralised Structure**  
 Decisions are made by senior managers at Head Office

**Meaning of Decentralised Structure**  
 Decision making is delegated to individual branches

**Pros of Centralised**  
 More control and standardisation

**Cons of centralised**  
 Demotivational for branch staff, longer decision-making

**Pros of centralised**  
 Can suit local market better and empower branch employees

**Cons of centralised**  
 No standardisation, may lose control over budget

Key word	Definition
Layers	In an organisational structure, this means the levels of job roles in the business, from the highest-paid directors to the most junior members
Span of control	The number of employees that are managed by a manager. If a person manages three employees, their span of control is three
Accountability	Being responsible for something and being held responsible for it and its outcomes. For examples, a manager is often accountable for the actions of their staff
Jargon	Technical or obscure words or terms used by a particular group of people that may not be understood by everyone
Freelance	Someone who is self-employed and contracted by businesses to work for them
Roles	These are different jobs within a business. For example, roles in a restaurant might include head chef, chef kitchen assistant and so on
Responsibilities	These are the things that someone is required to do in order to fulfil their role in a business. For example, at a restaurant, a responsibility of the role of head chef might be to create the restaurant's menu
Salary band	A range of possible salaries for the role being advertised. For example, a role may be advertising as having a 'Band 1' salary, where Band 1 covers salaries between £15,000 and £20,000. The band will be part of a larger salary scale
Productivity	The measurement of how much work a business is able to complete. Higher levels of productivity mean that employees are completing more work
Legislation	The laws that a business must comply with
Motivation	Reasons for behaving in a particular way. In business, motivation usually refers to the reasons that an employee has for working well and increasing their productivity
Retain	Keep something or someone—to retain staff or to retain profits

Key word	Definition
Autonomy	Independence or freedom to make your own decisions
Job satisfaction	The sense of achievement or fulfilment that an employee gets from their job
Chain of command	The <b>chain of command</b> is the path of authority along which instructions are passed, from the CEO at the top to the directors, then managers and then workers etc
Hierarchy	A system in which members of a business are ranked according to position in the company.
Organisation chart	a graphical representation of the structure of an organisation showing the jobs within it.
Subordinate	A person who is accountable to someone else (someone is in charge of them)
Recruitment	A process of employing staff
Internal communication	Within or inside the organisation / company
External communication	To people outside the organisation / company
Informal communication	E.g. gossip
Formal communication	official, like memos, invoices, reports

Lesson Sequence
Organisational Structure
Communication
Ways of working
Roles and Recruitment
Training
Motivation