

### 3:1 The Role of Human Resources

**Human resources:** are the people who do the work for a business. They are the employees.

**Human resource plan**  
A plan detailing the workers a business will need i.e. how many, when, full time or part time and the skills they need

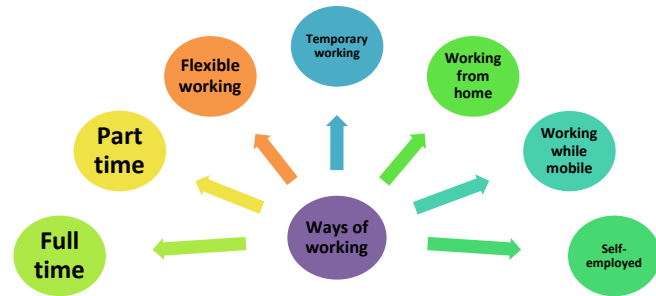
**Functions**  
Different types of work that need to be done in a business i.e. Marketing, production and finance

Human resource planning - things for a business to think about	
<ul style="list-style-type: none"> <li>The number of workers needed</li> <li>The number of workers who will work full-time or part-time</li> <li>The number who should be employed on zero-hour contracts</li> <li>The number of workers to hire as contractors as and when needed</li> <li>When workers will be needed - times of the day, days of the week</li> <li>Where the workers will work - finance, production, marketing</li> <li>The skills the workers will need to have</li> <li>The need to manage and supervise some of the workers</li> <li>The age, gender, ethnicity of the workers</li> <li>How many staff members the business can afford to employ</li> </ul>	
When might a business need to review its human resource needs?	
<ul style="list-style-type: none"> <li>Workers may have to be replaced i.e. because they have left, retired or been promoted</li> <li>The business may grow or shrink so may need more or fewer workers</li> <li>The business may change its method of production so may need more or fewer skilled workers</li> <li>The business may decide to relocate so may have to recruit workers who live nearby - they could still take their current workforce</li> <li>The budget available for paying staff. If the budget is decreased they will need fewer staff and vice versa</li> <li>Changes in the law may affect employment i.e. Minimum wage which will impact on the budget</li> </ul>	

### 3:2 Organisational Structures

There are two different types of organisation structure:

Advantages of a tall structure	Advantages of a flat structure
<ul style="list-style-type: none"> <li>The span of control is likely to be narrower meaning that he does not have as many people to look after</li> <li>There will be plenty of opportunities for workers to gain promotion which will motivate them to work harder</li> </ul>	<ul style="list-style-type: none"> <li>Lines of communication are clear - communication will be quicker from top to bottom because there is not as many layers</li> <li>Fewer mistakes in communication will be made because there is fewer levels</li> <li>People at the bottom may be encouraged to share ideas</li> <li>Wider span of control means tht managers can delegate work</li> </ul>



**Organisation chart**  
A diagram to show how workers are organised in a business

**Authority**  
The power that one person has to make decisions

**Chain of command**  
The order of authority from top to bottom

**Span of control**  
The number of people a manager is in charge of

**Delegation**  
Giving someone else permission to make a decision

**Communication is:** the transmission of a message from a sender to a receiver

**Written communication**  
Communication by written words i.e. Text, email, letters

**Verbal communication**  
Communication by speaking ie. telephone or meetings

**Formal communication**  
Communication using the official channels within a business

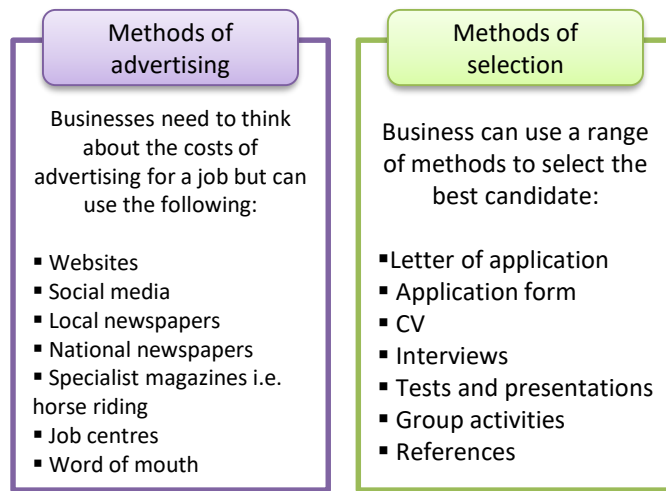
**Informal communication**  
Communication outside the official channels within business

### 3:3 Communication in Business

	Pros	Cons
Verbal	<ul style="list-style-type: none"> <li>Can check for understanding</li> <li>Can emphasise points through tone and body language</li> <li>Can use diagrams and pictures to help explain</li> </ul>	<ul style="list-style-type: none"> <li>If lots of people not all may understand</li> <li>Receiver may disrupt the message if they don't like it</li> <li>No permanent record of the message</li> <li>Some forms can be expensive</li> </ul>
Written	<ul style="list-style-type: none"> <li>There is a record of the message</li> <li>Receiver can re-read the message multiple times</li> <li>Can be sent to multiple people at the same time</li> <li>Can avoid confrontation</li> </ul>	<ul style="list-style-type: none"> <li>Cant check immediately if the message was understood</li> <li>The success depends on the clarity of the message</li> <li>Risk of computer viruses</li> <li>Emails could go to spam</li> </ul>
Social media	<ul style="list-style-type: none"> <li>Huge numbers of users</li> <li>Info can be updated regularly</li> <li>Visual images can help explain</li> <li>Can be cheaper to advertise</li> <li>Customers can be involved by allowing feedback</li> </ul>	<ul style="list-style-type: none"> <li>There is a cost in managing and updating the information</li> <li>Can be difficult to measure the effectiveness of the business' use of social media</li> </ul>

### 3:4 Recruitment and Selection

Businesses can recruit internally (from within the business i.e. promote an existing employee) or externally (someone from outside the business)



**Selection**  
The process of choosing between applicants for a job

**Job description**  
Lists the main duties, tasks and responsibilities of a worker

**Person specification**  
Lists the qualities, qualifications and knowledge that a person should have

**Interviews**  
Sessions where the people making the appointment ask questions of the applicants

**Motivation is:**  
how workers are encouraged to work hard

**Retention**  
When workers choose to stay in a firm rather than move elsewhere

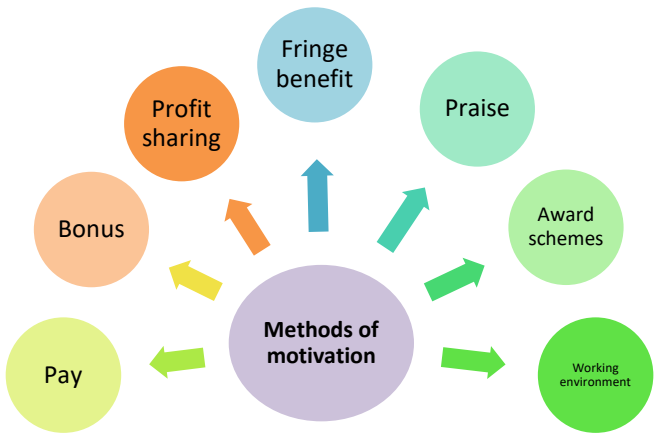
**Productivity**  
A measure of output per working

**Financial motivation methods**  
Methods that involve paying workers money

**Non-financial motivation methods**  
Methods that do not involve paying money

**3:5 Motivation and Retention**

If employees are motivated then workers will be efficient in what they do, there will be a low turnover of workers, it will be easier to recruit new workers, less need for supervision and low absenteeism



**Training is:**  
short term and is focused on helping a worker do his job well

**Development**  
Long term training focused on helping a worker realise their potential

**On-the-job**  
Training while working

**Off-the-job**  
Training away from the job

**Induction training**  
Training to introduce the worker to the business

**3:6 Training and Development**

	Advantages	Disadvantages
Induction	<ul style="list-style-type: none"> <li>Helps workers to settle quickly - get to know colleagues</li> <li>Worker will be more productive quicker</li> <li>Health and safety issues reduced</li> </ul>	<ul style="list-style-type: none"> <li>A lot of information to take in in one day</li> <li>Costs involved - worker is paid but not producing anything</li> <li>Costs involved - someone needs to provide the training</li> </ul>
On-the-job	<ul style="list-style-type: none"> <li>Training is individualised to help each worker improve</li> <li>Cheaper – no travel costs</li> <li>Still producing products while training</li> </ul>	<ul style="list-style-type: none"> <li>Trainer may need to stop working to help trainee</li> <li>Quality might be poor</li> <li>Quality of training depends on the trainer</li> <li>No qualifications gained</li> </ul>
Off-the-job	<ul style="list-style-type: none"> <li>Experts can provide training</li> <li>Workers enjoy the change of environment</li> <li>Workers feel valued</li> </ul>	<ul style="list-style-type: none"> <li>More expensive - fees, travel etc</li> <li>Worker is not producing products when training</li> <li>Risk of employee leaving once trained</li> </ul>

**Employment law is:**  
designed to protect workers from employers who may treat them unfairly

**3:7 Employment Law**

The **Equality Act 2010** brought together 116 pieces of legislation into one single Act which is designed to protect the rights of workers.

**Discrimination**  
When one worker is treated differently from another for no acceptable reason

**Contract of employment**  
A legal agreement between an employer and an employee

**Holiday entitlement**  
The amount of paid holiday a worker can have in one year

**Discrimination**

- Equal pay
- Race
- Sex
- Disability
- Sexual orientation
- Religion or belief

All workers are entitled to have 5.6 weeks holiday each year paid.

No. days worked per week x 5.6 = holiday entitlement

**Working Time Directive:**

Controls how many hours a worker can work each week.

Over a 17-week period a worker cannot work more than 48 hours on average.

Number of hours worked  
17

= average number of hours per week

**Assessment Information**

Your assessment will take place during a normal timetabled lesson but you should be revising at home.

Number of marks available: 40  
Time allowed: 50 minutes

Answer **ALL** of the questions

The first 10 questions will be multiple choice - you must only select **ONE** answer, selecting two will score 0 marks.

The other questions will include a range of 2, 3, 4, 6, 7, & 9 mark questions

- Possible questions**
- State one item contained in a job description.
  - Explain two ways a business could motivate its employees.
  - Analyse one method of training a business could use.
  - Recommend one type of training a business could use for a new employee.
  - Evaluate the most effective method of selection.