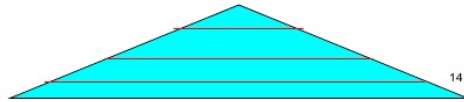
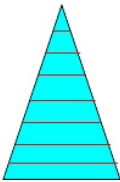




Hierarchy/Organisational Structures:

## Tall and Flat Structures

- **Tall**
  - Has many levels of management
  - Lots of promotions possibilities
  - Many lines of communication
  - Examples
    - Big companies like Coca-cola, DELL, Apple, Supermarkets, Hospitals
- **Flat**
  - Has few levels of management
  - 1 manager is responsible for lots of employees
  - Employees may have greater responsibility
  - Examples
    - Small business, Restaurants,



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**Span of control:** is the number of subordinates for whom a manager is directly responsible.

**Chain of command:** The order of authority and delegation within a business.

**Delayering:** is the removal of one or more layers of hierarchy from the management structure of an organisation.

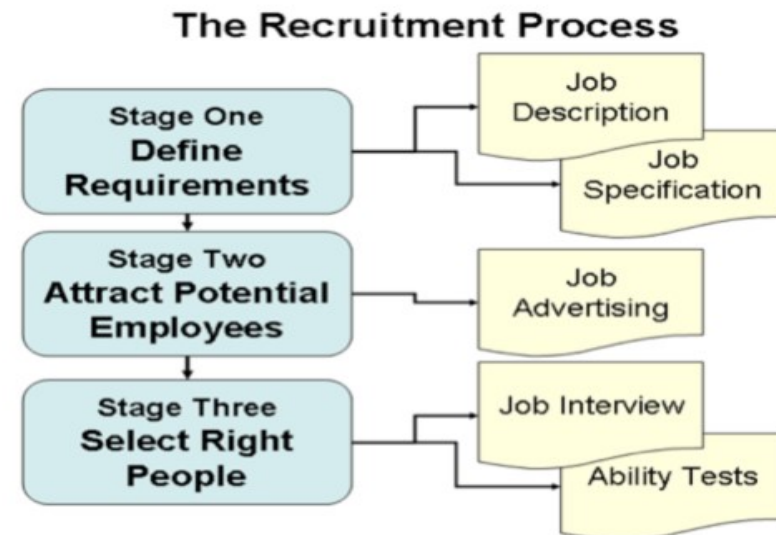
**Delegation:** Where responsibility for carrying out a task or role is passed onto someone else in the business.

**Part time workers:** will usually work 35 hours or more a week

**Job share:** an arrangement in which two people share the work and pay of a single full-time job.

**Zero hour contracts:** a contract between an employer and employee where the employer has no obligation to give an employee work and an employee has no obligation to do work when asked. Pay depends on how many hours an employee works.

## The Recruitment Process



### Centralisation

Businesses that have a centralised structure keep decision-making firmly at the top of the hierarchy (among the most senior management).

### Decentralisation

In a decentralised structure, decision-making is spread out to include more junior managers in the hierarchy, as well as individual business units or trading locations.

**Job Analysis** is a process to identify and determine in detail the particular **job** duties and requirements and the relative importance of these duties for a given **job**. **Job Analysis** is a process where judgements are made about data collected on a **job**.



**The Sir John Colfox Academy**

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Knowledge Organiser

**Human Resources (Paper 1: Unit 4)**

*Motivation & Training*

### Motivational Techniques

#### *Financial*

**Salary:** a fixed regular payment, typically paid on a monthly basis but often expressed as an annual sum, made by an employer to an employee,

**Wage:** a fixed regular payment earned for work or services, typically paid on a daily or weekly basis.

**Commission:** a percentage of the money received from a total paid to the agent responsible for the business. He gets a commission for each car he sells.

**Profit Sharing:** a system in which the people who work for a company receive a direct share of the profits.

#### *Non-Financial*

**Job enrichment::** redesigning jobs so that they are more challenging to the employee and have less repetitive work

**Fringe benefits:** an extra benefit supplementing an employee's money wage or salary, for example a company car, private health care, etc.

#### **Management Styles:**

**Autocratic** (or authoritarian) managers like to make all the important decisions and closely supervise and control workers

A **democratic** style of management will put trust in employees and encourage them to make decisions

#### **TOP TIP**

For a Level 4 in Business - You must be able to explore the advantages and disadvantages of every key concept, from perspective of Business owner and all other stake holders. This will enable you to Explain & Analyse

## TRAINING

- **INDUCTION**
  - Given to **new staff** to introduce them to the organisation
- **ON-THE-JOB**
  - Takes place whilst employee is doing their job, eg, 'work shadowing' 'sitting next to Nellie'
- **OFF-THE JOB**
  - Attending training course, gaining qualifications, day release. Can be 'in house' or at college, etc
- **STAFF DEVELOPMENT**
  - Based on plan agreed at appraisal. Eg, to prepare employee for promotion

#### **Benefits of Motivating & Training:**

- Lower staff turnover
- Improved productivity
- High quality /Good customer service

Motivation: is literally the desire to do things. It's the difference between waking up before dawn to pound the pavement and lazing around the house all day. It's the crucial element in setting and attaining goals