Knowledge Organiser

Unit 3: People

Human resources: are the people who so 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

3:1 The Role of Human Resources

Human resource planning - things for a business to think about

- The number of workers needed
- The number of workers who will work full-time or part-time
- The number who should be employed on zero-hour contracts
- The number of workers to hire as contractors as and when needed
- When workers will be needed - times of the day, days of the week
- Where the workers will work - finance, production, marketing
- The skills the workers will need to have
- The need to manage and supervise some of the workers
- The age, gender, ethnicity of the workers
- How many staff members the business can afford to employ

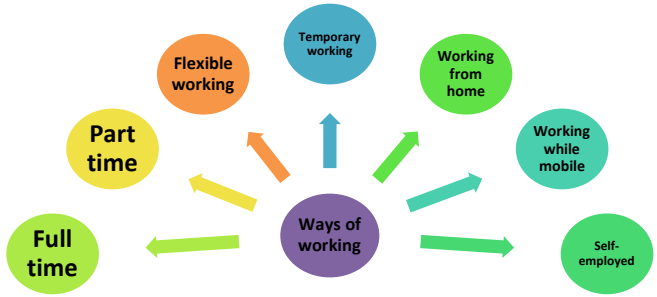
When might a business need to review its human resource needs?

- Workers may have to be replaced i.e. because they have left, retired or been promoted
- The business may grow or shrink so may need more or fewer workers
- The business may change its method of production so may need more or fewer skilled workers
- The business may decide to relocate so may have to recruit workers who live nearby - they could still take their current workforce
- The budget available for paying staff. If the budget is decreased they will need fewer staff and vice versa
- Changes in the law may affect employment i.e. Minimum wage which will impact on the budget

3:2 Organisational Structures

There are two different types of organisation structure:

Advantages of a tall structure	Advantages of a flat structure
▪ The span of control is likely to be narrower meaning that he does not have as many people to look after ▪ There will be plenty of opportunities for workers to gain promotion which will motivate them to work harder	▪Lines of communication are clear - communication will be quicker from top to bottom because there is not as many layers ▪ Fewer mistakes in communication will be made because there is fewer levels ▪ People at the bottom may be encouraged to share ideas ▪ Wider span of control means tht managers can delegate work



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	• Can check for understanding • Can emphasise points through tone and body language • Can use diagrams and pictures to help explain	• If lots of people not all may understand • Receiver may disrupt the message if they don't like it • No permanent record of the message • Some forms can be expensive
Written	• There is a record of the message • Receiver can re-read the message multiple times • Can be sent to multiple people at the same time • Can avoid confrontation	• Cant check immediately if the message was understood • The success depends on the clarity of the message • Risk of computer viruses •Emails could go to spam
Social media	• Huge numbers of users • Info can be updated regularly • Visual images can help explain • Can be cheaper to advertise • Customers can be involved by allowing feedback	• There is a cost in managing and updating the information • Can be difficult to measure the effectiveness of the business' use of social media

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)

Methods of advertising

Businesses need to think about the costs of advertising for a job but can use the following:

- Websites
- Social media
- Local newspapers
- National newspapers
- Specialist magazines i.e. horse riding
- Job centres
- Word of mouth

Methods of selection

Business can use a range of methods to select the best candidate:

- Letter of application
- Application form
- CV
- Interviews
- Tests and presentations
- Group activities
- References

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

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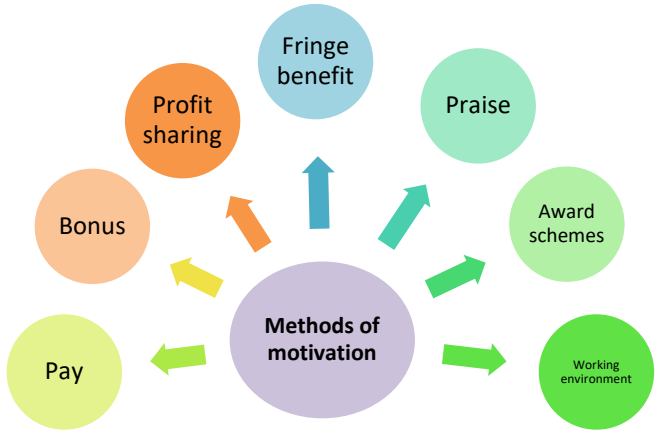
Unit 3: People

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 tem 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	▪ Helps workers to settle quickly - get to know colleagues ▪ Worker will be more productive quicker ▪ Health and safety issues reduced	• A lot of information to take in in one day • Costs involved - worker is paid but not producing anything • Costs involved - someone needs to provide the training
On-the-job	▪ Training is individualised to help each worker improve ▪ Cheaper – no travel costs ▪ Still producing products while training	• Trainer may need to stop working to help trainee • Quality might be poor • Quality of training depends on the trainer • No qualifications gained
Off-the-job	▪ Experts can provide training ▪ Workers enjoy the change of environment ▪ Workers feel valued	• More expensive - fees, travel etc • Worker is not producing products when training • Risk of employee leaving once trained

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

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

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

- 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

1. State one item contained in a job description.
2. Explain two ways a business could motivate its employees.
3. Analyse one method of training a business could use.
4. Recommend one type of training a business could use for a new employee.
5. Evaluate the most effective method of selection.

State **Explain** **Analyse** **Recommend** **Evaluate**