

IB Business Management

Unit 2: Human Resource Management – Scheme of Work



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UNIT 2: HUMAN RESOURCE MANAGEMENT

UNIT 2: HUMAN RESOURCE MANAGEMENT – THEORY OF KNOWLEDGE QUESTIONS

1	What types of knowledge, skills and attitudes might future business leaders and employees need?
2	"Knowledge is power." If this saying is true, how does it affect different stakeholders' ability to contribute to business decision-making?
3	Each individual and stakeholder group in a business has its own interests. Does this mean that a genuine shared strategy is impossible?
4	Can individual motivation only emerge internally or can it be created externally? Is there such a thing as collective motivation?
5	The pace of change in modern business is high and what is important to know is not static. How do individuals and organisations cope with change and new demands?

Student selection of **ONE question**: 500-word response

Conceptual understandings:

- People play a major role in driving organisational **change**
- **Creative** employees could be essential for business success
- **Ethical** human resource systems may positively affect employee performance
- **Sustainable** human behaviour can bring positive change in a business

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Time	Content	Learning activities	Assessment
2.1 Introduction to human resource management			
2 weeks	Explain the role of human resource management.	Simpson and Smith: Textbook; pp 101-117 PPT presentation and summary notes Textbook questions: Exam style questions, pp 117, Questions 1-10. Videos Flash cards Classroom games – Kahoot!	IB Business Management: Activities A – C Exam practice question Quizzes Topic Test
	Explain the internal and external factors that influence human resource planning (for example, demographic change, change in labour mobility, immigration, flexi-time and the gig economy).		
	Outline reasons for resistance to change in the workplace.		
	Discuss human resource management strategies for reducing the impact of change and resistance to change.		
	Prepare a force field analysis for a business situation – BMT	PPT presentation and summary notes Videos Flash cards Classroom games – Kahoot!	
	Analyse business decision making using a force field analysis – BMT		
2.2 Organisational structure			
1 week	Define the following terms and concepts associated with organisational structures: delegation, span of control, levels of hierarchy, chain of command, bureaucracy, centralisation, decentralisation, de-layering, and matrix structure.	Simpson and Smith: Textbook; pp 118-136 PPT presentation and summary notes Textbook questions: Exam style questions, pp 136, Questions 1-10. Videos Flash cards Classroom games – Kahoot!	IB Business Management: Activities A – D Exam practice question Quizzes Topic Test
	Explain flat/horizontal, tall/vertical and hierarchical types of organisational structures.		
	Evaluate changes in organisational structures (for example, project-based organisation, Charles Handy's "Shamrock Organisation").		

		KBR and Tarmac case studies	
2.3 Leadership and management			
2 weeks	Explain the key functions of management	Simpson and Smith: Textbook: pp 137-151 PPT presentation and summary notes Textbook questions: Exam style questions, pp 151, Questions 1-10. Videos Flash cards Classroom games – Kahoot!	IB Business Management: Activities A - D Exam practice question Quizzes Topic Test
	Distinguish between leadership and management		
	Understand the nature of leadership and recognise the key differences in leadership styles: autocratic, paternalistic, democratic, laissez-faire, situational		
	Evaluate the effectiveness of these styles to different organisational situations		
	Discuss scientific and intuitive thinking/management HL		
	Explain Hofstede's six cultural dimensions – BMT HL	PPT presentation and summary notes Videos Flash cards Classroom games – Kahoot!	IB Business Management: Activity A Exam practice question Quizzes
	Explain why businesses should be aware of Hofstede's six cultural dimensions – BMT HL		
	Explain Hofstede's six cultural dimensions may be especially important for multinational companies – BMT HL		
Explain how businesses could use Hofstede's six cultural dimensions to increase productivity and profits – BMT HL			
2.4 Motivation and demotivation			
2 weeks	Understand what motivation is and analyse intrinsic needs and extrinsic needs	Simpson and Smith: Textbook: pp 152-184 PPT presentation and summary notes Textbook questions: Exam style questions, pp 184, Questions 1-5, pp 185, Questions 1-5 Videos Flash cards	IB Business Management: Activities A - E Exam practice question Quizzes Topic Test
	Calculate labour turnover HL		
	Discuss the motivational theories of Taylor, Maslow and Herzberg and their relevance to business today		
	Discuss the motivational theories of McClelland's acquired needs theory, Deci and Ryan's self-determination theory, and equity and expectancy theory HL		
	Evaluate different forms of financial motivation and their impact on motivation		

	Assess the role of non-financial methods of motivation and evaluate their impact	Classroom games – Kahoot! Kellogg's and Arm case studies Enterprise and Tesco's case studies	
	Explain the following types of appraisal: formative, summative, 360-degree feedback, and self-appraisal HL		
	Explain methods of recruitment		
	Discuss internal and external recruitment		
	Outline different forms of training: on-the-job training, off-the-job training, and induction training		

2.5 Organisational culture HL

1 week	Explain the different influences on organisational and corporate culture HL	Simpson and Smith: Textbook: pp 186-197 PPT presentation and summary notes Textbook questions: Exam style questions, pp 197, Questions 1-10. Videos Flash cards Classroom games – Kahoot! Reading: Harvard Business Review – The Leader's Guide to Corporate Culture	IB Business Management: Activities A and B Exam practice question Quizzes Topic Test
	Describe different types of culture and analyse their effects on motivation and organisational structures HL		
	Analyse the consequences of culture clashes within and between organisations HL		

2.6 Communication

1 week	Explain the role of communication in organisations	Simpson and Smith: Textbook: pp 198-211 PPT presentation and summary notes Textbook questions: Exam style questions, pp 211, Questions 1-10. Videos	IB Business Management: Activities A – B Exam practice question Quizzes Topic Test
	Discuss formal and informal methods of communication for an organisation in a given situation		
	Explain the different barriers to communication		

		Flash cards Classroom games – Kahoot!	
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2.7 Industrial/employee relations HL

1 week	Explain sources of conflict in the workplace HL	Simpson and Smith:	IB Business Management: Activities A and B Exam practice question Quizzes Topic Test
	Examine approaches to conflict in the workplace by employees, including collective bargaining, work-to-rule and strike action HL	Textbook: pp 212-224 PPT presentation and summary notes	
	Examine approaches to conflict in the workplace by employers, including collective bargaining, threats of redundancies, changes of contract, closure and lockouts HL	Textbook questions: Exam style questions, pp 224, Questions 1-10. Videos	
	Discuss the following approaches to conflict resolution: conciliation and arbitration, employee participation and industrial democracy, no-strike agreements and single-union agreements HL	Flash cards Classroom games – Kahoot! Unison and Access case studies	

Formative Assessment:

Unit 2: Human Resource Management – Formal assessment **test**