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'Putting employee welfare at the very heart of our growth strategy.' ([Tata Steel](https://www.tatasteel.com/corporate/our-organisation/hr/))
(<https://www.tatasteel.com/corporate/our-organisation/hr/>)

Tata Steel Limited is an Indian multinational steel-making company with its headquarters in Mumbai, and is known for being a great place to work. It is one of the few companies in India that works towards building an organisation with great employee trust and high positive work culture. Tata Steel looks out for the welfare of its employees by offering paternity leave, work from home and extended maternity leave. The company has one of the best employee relations, social security and career development pathways. It is known for its gender diversity, with high participation of women in the senior leadership team. In 2021, Tata Steel hired 38 female 'heavy earth moving machinery' operators in an initiative that enables women to be trained to take on core mining jobs.



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<https://intercom.help/kognity>





Figure 1. Tata Steel, India, has been certified year on year to be one of the best places to work.

Credit: atosan, Getty Images

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Video 1 explains how the employee-centricity of Tata Steel was a part of the company from its beginnings more than 150 years ago.



Video 1. How Tata Steel took care of its employees more than 150 years ago.

Human resource management (HRM) is a crucial part of every business. Effective HRM ensures the recruitment, training, motivation and retention of the best employees. It promotes a healthy, positive, inclusive culture in the workplace for the good of the employees and the business as a whole.

This subtopic will look at the role of HRM, the factors that influence HRM, why employees resist change and how human resource strategies can be used to reduce the impact of and resistance to change.

Learning objectives from the IBDP Business Management guide with assessment objective level:

- **Explain** the role of human resource management (AO2)
- **Distinguish** between the internal and external factors that influence human resource planning (AO2)
- **Analyse** the reasons for resistance to change in the workplace (AO2)
- **Examine** human resource strategies for reducing the impact of change and resistance to change (AO3)

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The role of human resource management

Role of human resource management Role of human resource management

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Human resource management (HRM) is the function of the management to recruit, train, compensate and develop people employed within the business to meet the aims and objectives of the organisation. The human resource department plays different roles within an organisation.

Employees, or the workforce of a business, are one of the most valuable assets of any organisation. HRM ensures that the business has the people it needs to meet its objectives.

There are a number of key roles for HRM in a business:

Workforce planning (human resource planning)

Workforce planning involves forecasting how many and what type of employees are needed now and in the future. Two major activities are involved in the workforce planning process.

- The first activity is gathering and analysing data about the needs of the organisation. This includes data about the roles and numbers of employees, labour turnover within the organisation and the business objectives. The human resources department also needs to understand the impact of changes in the external environment on the business and its labour needs.
- The second main activity in the workforce planning process is developing responses to the HR needs that have been identified.

Exam tip

Workforce planning should always be considered when there is an exam question on strategic planning. A strategy can only be successful if a business has the right people to execute it.



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Figure 1. Workforce planning needs to be part of any business strategy.

Credit: Hinterhaus Productions, Getty Images

Theory of Knowledge

The workforce planning process includes analysis of data, however there are still organisations in which intuition plays a significant role when projecting future employee needs.

- Should the organisation use intuition or scientific methods, such as data analysis, for determining the future employee needs?
- Can data analysis reliably capture the quality of the employees who currently work in the organisation and their potential to fulfil a job vacancy in the organisation?

HL students will learn more about scientific and intuitive thinking/management in [Subtopic 2.3 \(/study/app/business-hl/sid-351-cid-762729/book/the-big-picture-id-39392/\)](#).

Recruitment and retention

Recruitment is one of the most important roles of HRM. Recruitment is the process of seeking, finding and hiring people for a position in an organisation. Once the right people have been recruited, HRM works to retain them. Labour turnover can mean the loss of valuable skills and a disruption to workflow. So motivating and retaining workers is a key function of HRM. You will learn more about recruitment in [Subtopic 2.4 \(/study/app/business-hl/sid-351-cid-762729/book/the-big-picture-id-39054/\)](#).



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Figure 2. Recruiting and retaining skilled employees is a key role of human resource management (HRM).

Credit: Sawek Kawila / EyeEm, Getty Images

Training and development

Training involves teaching employees new skills or improving the skills they already have. Trained workers are more productive, motivated and make a business more resilient in the face of change. HRM involves identifying and delivering appropriate training opportunities for employees in a business. You will learn more about training, its importance, the costs involved, and types of training in [Subtopic 2.4 \(/study/app/business-hl/sid-351-cid-762729/book/the-big-picture-id-39054/\)](#).

Appraisal (performance management)

Appraisal involves an assessment of an employee's performance. Appraisal takes many forms and usually involves steps for continuous improvement of the workforce. You will learn more about appraisal, its importance and types in [Subtopic 2.4 \(/study/app/business-hl/sid-351-cid-762729/book/the-big-picture-id-39054/\)](#).



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Figure 3. Appraisal is a part of human resource management.

Credit: maybefalse, Getty Images

Dismissal and redundancies

Employment contracts can be terminated by either the employee or the employer. When the employer decides to terminate an employee's contract, this is called dismissal. Dismissal can occur for a number of reasons, two of which are:

- **Misconduct.** This covers serious instances such as violence, discrimination, theft or fraud. Unsafe behaviour that threatens lives or equipment would be regarded as serious misconduct, as would confidentiality breaches.
- **Poor performance.** This might include ongoing poor performance after the employer's repeated attempts to help the employee improve.

Redundancy is when an employee is fired because the job they are doing is no longer required, and the business eliminates the position. During times of recession or when facing losses, the business needs to reduce its workforce. Employees being made redundant are often awarded severance pay, depending on their length of service.

Activity

Learner profile: Thinkers

Approaches to learning: Thinking skills (transfer)

Human resource management is one of the most important departments of every business organisation. Every school has one or more employees that are responsible for human resources (all the staff in the school).



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Working with a partner and using the list of roles for HRM in this section, explain what human resource managers would do in your school. Make sure you put the theory into appropriate context.

2 section questions ^

Question 1

- 1 Human resou... ✓ management is the function of the management to employ, train, compensate and develop people employed within the business to meet the organisation's aims and objectives.

Accepted answers and explanation

#1 Human resource

HR

HRM

Question 2

Which of the following is **not** a role of human resource management?

- 1 Delegation of work ✓
- 2 Recruitment
- 3 Appraisal
- 4 Training and development

Explanation

Delegation of work is the role of the managers and senior employees and not a role of human resource management.



2. Human resource management / 2.1 Introduction to human resource management

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Internal and external factors that influence human resource planning

Factors that influence human resource planning Factors that influence human resource planning

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Assign

Just like the business as a whole, human resource management will be impacted by changes in the internal and external environments.

Concept

Change

Change is an act or process through which something becomes different. Businesses operate in a dynamic world with constant change. Understanding change involves researching and responding to signals (feedback) in the external environment and evaluating causes, processes and consequences. Businesses need to adapt their objectives, strategies and operations to respond successfully to internal and external changes.

Human resource management, like all the other business functions, needs to respond to changes in the internal and external environment. The ability of the employees of a business to adapt to change will determine how resilient the business is, and ultimately whether the business survives over the long term.

Internal factors that affect workforce planning

Structure of the organisation

The structure of the business, which you will learn about in [Subtopic 2.2 \(/study/app/business-hl/sid-351-cid-762729/book/the-big-picture-id-39353/\)](#), will affect human resource management. An organisational chart allows the human resources department to identify positions that should be included in the business, to identify those positions that are redundant and to plan how to address gaps in the organisation.

Size of the organisation

Larger organisations need to recruit, train and appraise more workers than smaller organisations. Consequently, more complex human resource planning is required in larger organisations.



Budget

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Funding for salaries and benefits affects workforce planning. In some cases, the number of employees needed depends on demand for the products or services. Increased revenue will provide the business with the money to recruit and pay the needed employees. Other positions in the business are not directly related to producing and selling a product, but are needed to ensure that the organisation runs smoothly. The business will need to find money for these positions as well. Additional funds are needed for training and professional development opportunities and employee wellbeing.

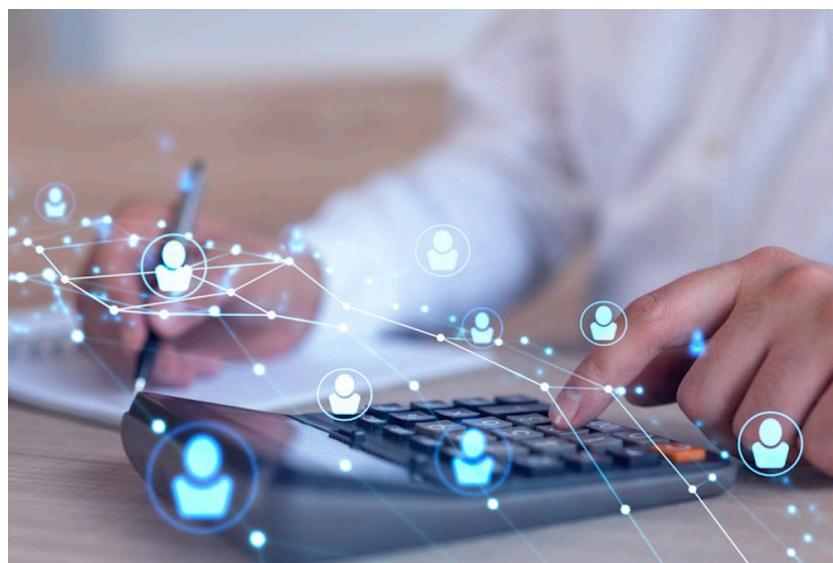


Figure 1. The budget of a business is a major factor that affects human resources management.

Credit: 2d illustrations and photos, Getty Images

Promotion

A company's policy on promoting employees internally is important in workforce planning. The human resource (HR) department needs to keep track of employees leaving and to ensure that other employees are trained so that they can be promoted to higher positions when vacancies arise. These internal opportunities for professional growth help to retain qualified employees.

Flexitime

The management may decide to change the working practices in the business to ensure more flexibility for employees. For example, it may change the working hours, allow working from home, or provide more opportunities for teamwork. It may also create job-sharing where two people share a single job. Human resource management will have to change policies, practices and training to ensure that employees are successful with new working arrangements.

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Motivation

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(/study/app/business-hl/sid-351-cid-762729/) The more motivated the workforce, the greater the productivity and lower the labour turnover, which makes human resource management easier. You will learn more about the factors that affect motivation in [Subtopic 2.4 \(/study/app/business-hl/sid-351-cid-762729/book/the-big-picture-id-39054/\)](#). Human resource managers need to pay close attention to employee motivation levels and take action if employees are demotivated.

External factors that affect workforce planning

External factors affecting a business are related to the STEEPLE factors you learned about in [Section 1.1.5 \(/study/app/business-hl/sid-351-cid-762729/book/tool-swotsteeple-analysis-id-36504/\)](#). A few of those factors that are particularly relevant for human resource management are outlined below.

Sociocultural changes

Sociocultural factors relate to the way people live and what they believe and value, including religion, cuisine, family life, demographics, health, education and leisure. These factors will affect what people choose to buy and how they choose to spend their time. Businesses need to be aware of the current and changing sociocultural context so that they can create suitable products or solutions. These might require hiring new employees with different skills.

Additionally, certain changes may make it easier or more difficult for a business to recruit and retain employees. For example, [demographic changes](#), which are changes to the structure of the population, can impact the supply of labour. These changes might include:

- the size and geographic distribution of populations
- changes in birth rates and death rates
- changes in the average age of the population
- the number of women entering the workforce

Demographic changes that increase the supply of labour may make it easier for human resource management to recruit the employees that the business needs. On the other hand, demographic changes that reduce labour supply may make human resource planning more difficult.

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The IBDP Geography course studies population pyramids for different countries, showing the age distribution of the population in a country. If you would like to see the age distribution in your country, or compare countries, you can do so by accessing [PopulationPyramid.net](https://www.populationpyramid.net/world/2019/) (https://www.populationpyramid.net/world/2019/).



Figure 2. An ageing population may require changes to human resource management recruitment and training practices.

Credit: Klaus Vedfelt, Getty Images

Technological changes

New technologies can affect the number and types of employees that a business needs. For example, the increased use of robots in manufacturing may mean that fewer employees are needed on an assembly line. However, it likely means that businesses will need more highly skilled technicians in other areas. Human resource management will need to respond to technological changes by recruiting and training employees with different skill sets.

Economic changes

There are a number of important economic changes that can affect human resource management.

Recession

Recession, where a country's real GDP declines for two or more quarters, may mean that businesses reduce output and may need to make workers redundant. During times of recession, human resource departments will need to determine which employees are let go. They will also



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need to decide how to compensate these employees and help them transition to other work. In contrast, if the economy is growing, the business may expand output and the human resources department will have to recruit more workers.

762729/o **Unemployment**

High rates of unemployment may mean an abundant supply of labour. This can make it easier for a business to find the employees it needs. On the other hand, low rates of unemployment will make it more difficult to recruit the needed employees. Businesses may have gaps in their workforce and find that they have to pay higher wages.

Labour mobility

Labour mobility is also an economic (and partly sociocultural) factor that affects human resource management. Geographic mobility means that workers are willing and able to move to a different location to take a job. Among other things, this can be affected by the cost of relocating, the strength of social ties, the willingness to take risks and cultural barriers. Occupational mobility means that workers are able to take on jobs with a different skill set. This is often related to the quality of the education system.

Generally, the higher the labour mobility, the larger the potential supply of labour, which makes it easier to recruit needed employees. However, this can also increase the work for human resource managers, who may need to deal with complex immigration laws. The increase in remote working that occurred during and after the COVID-19 pandemic has increased labour mobility globally, because now workers do not necessarily have to physically move to a new location in order to work.

Despite the technological changes that have reduced the need for some people to migrate physically from one place to another, many millions of people do still migrate each year, and this movement of people can affect human resource planning. Related to geographic mobility, immigration increases the supply of labour in countries, making it easier for businesses to recruit employees. However, businesses that wish to employ immigrants may face language, legal and skills barriers.

Most countries host significant numbers of immigrants, many of whom have moved in search of work. **Figure 3** shows the percentage of immigrants making up the total population of each country around the world.



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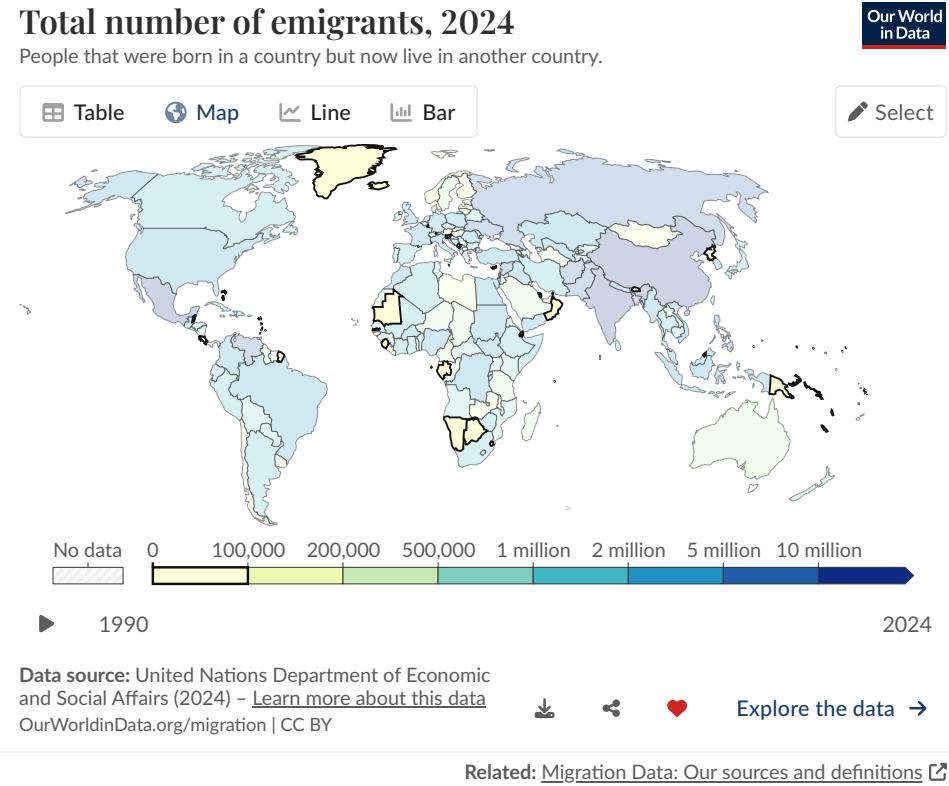


Figure 3. Immigrants as a percentage of the total population of each country.

More information for figure 3

An interactive map shows global migration patterns by displaying the number of international immigrants as a share of the total population. Data is sourced from the United Nations Department of Economic and Social Affairs (2024), providing insights into migration trends across different countries and regions, helping users understand how immigration has shaped demographics and economies worldwide.

The map visually represents migration by shading countries based on the proportion of immigrants in their population—darker shades indicate a higher share of international immigrants, while lighter shades represent lower proportions. The legend of the map is as follows: No data, 0 to 10 million, ranging from lighter to darker shades. Users can hover over a country to view detailed migration data, including the exact number of immigrants and their percentage of the total population. A dropdown menu allows users to filter by country or region for detailed comparisons. A timeline slider enables users to track migration trends over time.

Users will gain insights into global migration trends, learning which countries have the highest and lowest shares of immigrants and how migration patterns have evolved.

The data points highlight key migration trends, such as high immigration rates in economically developed nations like the United States, Germany, and Australia, compared to lower rates in countries with restrictive immigration policies.

The table displays the total number of international immigrants by country. Users can sort, filter, and compare migration data across different nations and time periods.



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🕒 Making connections

Section 4.4.6 (/study/app/business-hl/sid-351-cid-762729/book/tool-descriptive-statistics-id-39001/) introduces the descriptive statistics tool. You should practise interpreting data like that provided in **Figure 3**. Before you try to interpret the data, it is very important that you understand the meaning of any titles, labels, numbers, colours or symbols used in the data. In this case:

- The data is showing the proportion (percentage or share) of a population that is made up of immigrants. So any interpretation you use needs to express the numbers in percentage terms.
- The colours have meaning. The darker the colours, the higher the percentage of immigrants in a country's population. By using the 'play' button or the slider below the map, you can also see how these percentages have changed over time.
- There are patterns in the data that can add to your understanding. In this case, there are some geographic patterns. Do you see any of these patterns?
- If you find patterns, you can attempt to use other knowledge you have to explain them. Why, for example, might the percentage of immigrants be very high in some countries and very low in other countries?

Temporary work

Modern economies are seeing an increase in temporary work. Businesses have been trying to reduce their labour costs by hiring workers that may not qualify for the same level of job protection and social security benefits as permanent workers. This trend has been called the gig economy, where a 'gig' refers to a job that is done for a specified amount of time. While this kind of temporary work has always been common in certain creative industries, it is now being used more often in other industries too. Managing a large number of temporary workers presents special challenges for human resource departments. HL students will learn more about the temporary work trends in Section 2.2.4 (/study/app/business-hl/sid-351-cid-762729/book/changes-in-organisational-structures-hl-id-39389/). **Video 1** explains the benefits and drawbacks of the gig economy.



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Gig Economy



The video player frame is empty, indicating no video content is currently displayed.

Video 1. The gig economy — a freelance economy in which workers take on short-term jobs.



Figure 4. An increase in remote working has increased labour mobility.

Credit: JohnnyGreig, Getty Images



Figure 5. The increased use of temporary workers changes workforce planning for human resources departments.

Credit: Tempura, Getty Images

Legal and political changes

Human resource managers have to pay close attention to labour laws in their country, which can be affected by political changes. Labour laws are changing constantly and can affect recruitment, pay, training, working hours, policies related to leave and dismissal and many other issues.

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For example, many countries now have laws that prevent discrimination on the basis of gender, age or ethnicity. As a result human resource managers have needed to adjust their recruitment processes to ensure that discrimination, even unintentional, is eliminated. This discrimination could relate to things like asking job candidates not to put a photo on their CV, ensuring that an equal number of men and women are invited for an interview, and ensuring diversity in the group of people who are making the hiring decisions.

Political changes, such as the UK leaving the European Union, can also have an impact on human resources because of impacts on labour laws and mobility.

Case study

External factors affecting human resource management in China

China is the most populated country in the world. In 2018, China's population was 1.39 billion. In 2021, the population had increased to 1.41 billion; a 1.4% increase in 3 years. However, China's population may have peaked, marking a significant demographic change.

For decades, China had a one-child policy, which reduced birth rates and slowed population growth. But at the same time, China's population aged rapidly. By 2021, nearly one-fifth of the Chinese population was over the age of 60. The government has now increased the number of children that families are allowed to have, but this has not had much impact on the birth rate.

This presents a number of problems for the economy in China. One issue is that there are too few workers to pay into a social security system to support retired workers. China has an unusually low retirement age. As the population grows older, there will be more and more retired people to support with pension payments. The Chinese government is considering raising the retirement age to reduce the pressure on social security systems.

A second problem is for businesses. Many multinational corporations set up factories in China to take advantage of its abundant workforce. Now there are more likely to be worker shortages for both domestic and multinational businesses. This means that businesses may not be able to find the labour necessary to produce their products. Businesses in China may also have to pay higher wages to workers, who will have more bargaining power. The changes to China's population present significant challenges to human resource departments.

Questions

1. Define demographic change. [2 marks]
2. Explain **two** external factors affecting human resource management for businesses operating in China. [4 marks]





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Question 1

The term ‘demographic change’ refers to any change in the structure of a country’s population. In this case, the demographic change in China is that its population has likely stopped growing and is continuing to age.

Define is an AO1 level command term, requiring a precise meaning of a word.

- One mark is given for a vague definition.
- Two marks are given for a complete definition.
- Definitions do not require application to the stimulus material.

Question 2

One external factor affecting human resource management in China is changing sociocultural factors. Sociocultural factors can affect demand for products, and affect the workforce needed to produce them. They can also affect the labour force in the country itself. In the case of China, the population is ageing and there are fewer people of working age. This can lead to ‘worker shortages for both domestic and multinational businesses’ that may make it more difficult for businesses to hire the workers they need to produce their products.

A second external factor affecting human resource management in China is changing laws. Labour laws, such as minimum wages, employment regulations, and dismissal and redundancy requirements can affect human resource planning and processes. In the case of China, the ageing workforce and issues with social security funding mean that the government is considering raising the retirement age. This may increase the labour force, making it easier for businesses to find skilled workers to produce their products.

Explain is an AO2 level command term, requiring a detailed account including reasons or causes. Explain how, explain why.

- Other responses may be possible and, if appropriately explained and applied in context, may receive full marks.
- To achieve full marks, you must always include theory and application to the case study in your responses.

2 section questions ^

Question 1

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Which of the following is an internal factor that affects human resource management?

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- 1 Worker motivation ✓
2 Sociocultural changes
3 Economic changes
4 Technological changes

Explanation

Worker motivation is an internal factor that affects human resource management. All the other factors listed are considered external — associated with the STEEPLE factors.

Question 2

Demographic change influences the supply of labour. Which of the following is **not** a demographic factor that affects the supply of labour?

- 1 Recession ✓
2 Number of women in the workforce
3 Age structure of the population
4 Changes in birth and death rates

Explanation

Recession is considered an economic factor. All the other factors are considered demographic factors.

2. Human resource management / 2.1 Introduction to human resource management

Strategies for reducing the impact of change and resistance to change

Reasons for resistance to change Reasons for resistance to change HR strategies for resistance to change

HR strategies for resistance to change

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'You can't teach an old dog new tricks' is a well-known old saying, which implies that often the impediments to change, in a business or in other contexts, come from within.

Reasons for resistance to change

There are a number of reasons why employees in an organisation may resist change:

Self-interest

This is when an employee believes that their own interest is different from the organisation's objectives. The employee may resist change because it will have negative consequences for their own wellbeing or goals.

Low tolerance

Many, though not all, people prefer an environment of order and stability. Change means that there will be new ways of doing things, and it will require adaptation from employees. People may be fearful of change. Instead of seeing change as an opportunity for growth, employees may view change as a situation filled with unpredictability and problems.

Misinformation

If the reasons behind the change are not communicated clearly, employees may feel uneasy about it. Perhaps they think there is no good reason for any change and so act to block the change.

Interpretations of circumstances

People can have different perceptions of a situation. Employees may believe that management does not know what it is doing. Again, if the reasons for the change are not communicated clearly, then misunderstandings can arise.



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view



Figure 1. Misinformation can lead to resistance to change.

Credit: courtneyk, Getty Images

Human resource strategies for dealing with change

How can managers or human resource departments deal with change in a way that is positive and non-threatening? This is a daunting task that requires effort and finesse. Essentially, the methodology needs to include ways to get agreement from employees about accepting change; it is important that changes to be made are planned, timed and communicated to employees clearly.

Change can make people nervous. So there are strategies that a human resource manager can use to try to minimise the negative reactions to change.



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Figure 2. Human resource strategies for dealing with change in the workplace.

More information for figure 2

The image is a diagram with a central circle labeled "Overcoming resistance to change." It is connected to six surrounding circles labeled: "Participation," "Planning," "Communication," "Negotiation," "Manipulation," and "Coercion." Each of these surrounding circles is connected to the central circle with lines, indicating they are strategies linked to overcoming resistance to change. The arrangement suggests a network or web of strategies centered on a common goal.

[Generated by AI]

Participation

It is important to include the employee in discussions, both formal and informal, about the types of change that might be coming. This would include having sessions where employees can ask questions and be part of the process of change. Managers can also create a team from a cross section of the company (depending on the size of the change being initiated) so that all levels of employee input can be sought and considered. This will help to reduce any employee concerns, because there will be a systematic mechanism in place for management to access

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employee information and feedback. Employee participation, including democratic decision-making, is considered a key strategy for increasing motivation in the workplace. You will learn more about democratic leadership in [Subtopic 2.3 \(/study/app/business-hl/sid-351-cid-762729/book/the-big-picture-id-39392/\)](#) and motivation in [Subtopic 2.4 \(/study/app/business-hl/sid-351-cid-762729/book/the-big-picture-id-39054/\)](#). Participation in decision-making, however, does not completely eliminate resistance, and overcoming employee concerns can take time.

Planning

Changes need to be planned and managed carefully. Time must be allowed for employees to understand the changes being implemented and to feel ownership for themselves because they have been included in the change process. By implementing change in stages, feedback is available in stages too, and management can react accordingly at each stage. The bigger the change, the more important that management has feedback loops built in so that it is aware of employee concerns. As with participation, planning takes time and can slow the change that needs to occur.

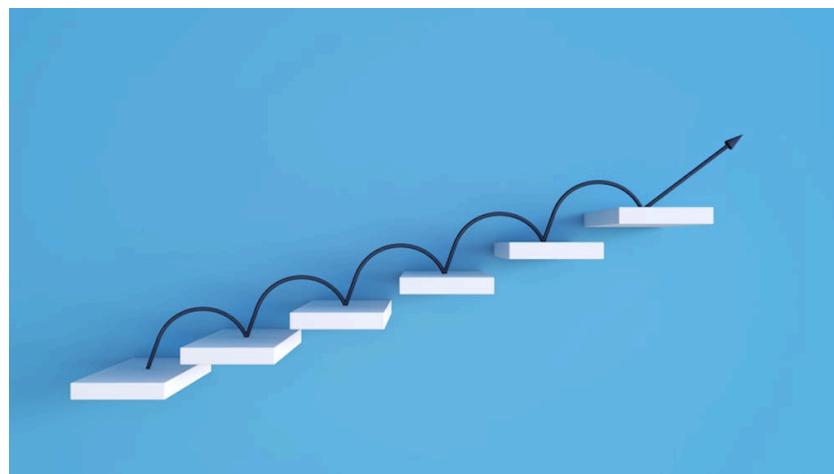


Figure 3. Implementing changes in stages can help minimise negative reactions to change.

Credit: Vertigo3d, Getty Images

Communication

Changes need to be communicated regularly. This means that all stakeholders are kept informed at each phase of the change taking place. When problems are identified, managers need to communicate that they are aware of the problems and are working on resolving them. It is also important to communicate the positive aspects of the changes so that concerned



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stakeholders are aware of the progress being made. Good communication is not always easy, so human resource managers need to have training in good communication strategies to help ensure success at overcoming resistance to change.

Negotiation

Managers could use the ‘carrot approach’ in limiting and restricting any resistance to change. This means they could provide incentives to employees before, during or after the change occurs. Amendments in contracts can be made to incentivise staff. Despite this, some staff may still resist change. If they cannot adapt, they may be offered early retirement or redundancy incentives to make way for those who are more open to change.

Manipulation

Representatives of employees resisting change can be invited for a dialogue by the management. The purpose of this is to convince and influence the representative towards the change. Those representatives may then have influence over a wider group of employees. This approach needs to be taken carefully, however, because manipulation can be viewed as unethical.

Coercion

This is the last approach the management should use with employees resisting change. Sometimes managers can bully employees and force them to accept change by threatening them with dismissal, redundancy, disciplinary action or redeployment, or by removing promotion opportunities. Due to working contracts, this type of approach is done implicitly rather than explicitly, because it can be unethical or even illegal.

There is no one right way to go about implementing change. However, there are ways to make change more manageable. Inclusion, trust, open communication and a supportive employee-oriented environment will be important in ensuring that the change undertaken has a good chance of success.

Activity

Learner Profile: Knowledgeable

Approaches to Learning: Thinking skills (critical thinking)

Create a table, as shown here, of each method of overcoming resistance to change.
Complete the table by adding an advantage and disadvantage for each method.

X
Student view

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Strategy	Advantage	Disadvantage
Participation		
Planning		
Communication		
Negotiation		
Manipulation		
Coercion		

Theory of Knowledge

Poor leaders and managers may not be skilled at managing change in their organisations. This is especially true when there is pressure to make change quickly. In these situations, leaders and managers may not want to use the more time-consuming strategies of participation, planning, communication and negotiation. Instead they may go straight for manipulation and coercion.

- What are the practical and ethical implications of resorting to manipulation and coercion in order to bring about change in an organisation? Is it ever a good idea to use these strategies?

2 section questions ^

Question 1

Which of the following is **not** a reason for resistance to change?

- 1 High tolerance for risk
- 2 Self interest
- 3 Interpretation of circumstances
- 4 Misinformation

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Explanation

Some people have a low tolerance to change and risk, or are fearful of it, thus are resistant to it. Change often means that there will be new ways of doing things and different strategies that require adaptation. Instead of seeing change as an opportunity for growth, some see it as a situation filled with unpredictability and possible problems.

Question 2

Which of the following is **not** a strategy used by the human resources manager trying to minimise resistance to change?

- 1 Stopping communication about change in order to prevent resistance
- 2 Planning for change in stages
- 3 Communicating changes to employees prior to the change occurring
- 4 Including employees in discussions about the types of change that might be coming

Explanation

It is vital for human resource managers to communicate changes. All stakeholders should be kept informed at each phase of the change taking place. When problems are identified, managers need to communicate that they are aware of the problems and are working on resolving them. Good communication is not always easy; human resource managers need to have training in good communication strategies to ensure success at overcoming resistance to change.

2. Human resource management / 2.1 Introduction to human resource management

Terminology exercise

Section

Student... (0/0)

Feedback

Print (/study/app/business-hl/sid-351-cid-762729/book/terminology-exercise-id-39384/print/)

Assign



Student view



Overview
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Check that you understand the terminology used in this subtopic by dragging the correct word into each space.

The process of management involves recruiting, training, compensating and motivating employees in an organisation in order to meet objectives. This is achieved through careful workforce , a method used by a business to forecast how many and what type of employees are needed now and in the future.

Another role of HRM is , which is the process of seeking, finding and hiring people for a position in an organisation. Once recruited, employees are given , which involves teaching them new skills or improving the skills they already have. Employees also undergo performance , a continuous process that involves reviewing, mentoring and enhancing the performance of an employee.

planning training human resource appraisal recruitment

Check



Question: 1 of 2 questions

Interactive 1. Human Resource Management.

2. Human resource management / 2.1 Introduction to human resource management

Checklist

Section

Student... (0/0)

Feedback



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Assign

What you should know

By the end of this subtopic, you should be able to:

- define the following terms: (AO1)
 - human resource management
 - workforce planning
 - demography
 - ageing population
 - recruitment
 - training



Student view



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- appraisal
- dismissal
- redundancy
- labour mobility
- immigration
- flexitime
- gig economy
- unemployment
- explain the role of human resource management (AO2)
- distinguish between the internal and external factors that influence human resource planning (such as demographic change, change in labour mobility, immigration, flexitime and gig economy) (AO2)
- analyse the reasons for resistance to change in the workplace (AO2)
- examine human resource strategies for reducing the impact of change and resistance to change (AO3)

2. Human resource management / 2.1 Introduction to human resource management

Reflection

Section

Student... (0/0)

Feedback



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Assign

Teacher instructions

The goal of this section is to encourage students to pause at the end of the subtopic and to reflect on their learning. Students can use the questions provided below to guide their reflection. The questions encourage students to look at the bigger picture and to consider how the subtopic's contents might have impacted the way they view the subject.

The following table shows you how each prompt aligns to the DP *Business management guide*:

Prompt #	Syllabus alignment
1	Learner profile: Thinkers

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Prompt #	Syllabus alignment
2	Learner profile: Open-minded
3	Concept: Change

Students can submit their reflections to you by clicking on 'Submit'. You will then see their answers in the 'Insights' part of the Kognity platform.

Reflection

In this subtopic you learned about human resource management and factors that influence human resource planning.

Take a moment to reflect on your learning so far. You can use the following questions to guide your reflection. If you click 'Submit', your answers will be shared with your teacher.

1. Choose one of the factors that influence human resource planning as identified in [Subtopic 2.1 \(/study/app/business-hl/sid-351-cid-762729/book/the-big-picture-id-39053/\)](#) — labour mobility, immigration, flexitime, gig economy. Which one has had the most impact where you live? Has the effect been positive or negative?
2. The title of this topic, *Human Resource Management*, implies that individuals need to be managed. To what extent do you agree with this premise?
3. One of the key concepts in this topic is change. How do you think the labour market will have changed by the time you begin working? What about in 50 years from now, when you may be winding down your career?

 Once you submit your response, you won't be able to edit it.

0/2000

 Submit



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Rate subtopic 2.1 Introduction to human resource management

Help us improve the content and user experience.



Student view