● **human resource management** N-UNCOUNT
HRM ABBREVIATION

Human resource management is the work within a company that involves the recruitment, training and welfare of staff. The abbreviation HRM is also used.

> *Before this time supervisors handled nearly all aspects of human resource management.*
> *...areas in which HRM can demonstrate measurable cost savings.*

● **human resources** N-UNCOUNT
HR ABBREVIATION

Human resources is the department in a company or organization that deals with employees, keeps their records, and helps with any problems they might have. The abbreviation HR is also used.

> *RAM has also appointed Mark Molloy from Gartmore as head of human resources.*
> *We are a small firm so there is no HR department for me to go to.*

● **human resource planning** N-UNCOUNT
HRP ABBREVIATION

Human resource planning is the work within a company that involves identifying the future employment needs of the company and recruiting the staff to meet those needs. The abbreviation HRP is also used.

> *Finally, a realistic understanding of current workforce capabilities is essential for effective human resource planning.*
> *Since HRP was instituted, vacancies at this level have been reduced by roughly 50 percent.*

● **staff** (staffs)

1 N-COUNT-COLL
The staff of an organization are the people who work for it.

> *The staff were very good.*
> *The outpatient program has a staff of six people.*
> *...members of staff.*
> *Many employers seek diversity in their staffs.*

2 N-PLURAL
People who are part of a particular staff are often referred to as **staff**.

> *10 staff were allocated to the task.*
> *He had the complete support of hospital staff.*

● **personnel** N-PLURAL

The personnel of an organization are the people who work for it.

> *There has been very little renewal of personnel in higher education.*

● **workforce** (workforces) N-COUNT

The workforce is the total number of people in a country or region who are physically able to do a job and are available for work. The workforce is also the total number of people who are employed by a particular company.

> *...a country where half the workforce is unemployed.* ◼
> *...an employer of a very large workforce.*

● **employee** (employees) N-COUNT

An employee is a person who is paid to work for an organization or for another person.

> *He is an employee of Fuji Bank.*
> *Many of its employees are women.*

● **line manager** (line managers) N-COUNT ◼

Your line manager is the person at work who is in charge of your department, group, or project.

> *He claimed his line manager, a woman, had bullied him so relentlessly that the stress caused a mental breakdown.*
> *Mr Ezra was line manager to Mr Archer, 24.*

● **management philosophy** (management philosophies) N-COUNT

A company's management philosophy is the set of ideas it has about how the business should be run.

> *Second, Bertelsmann's management philosophy dictates that divisional chiefs should run their bits of the business independently.*
> *...alternative management philosophies that were intended to foster work-force commitment.*

● **theory X** N-UNCOUNT
theory Y N-UNCOUNT

Theory X is the idea that employees work better when they are closely supervised and when their work is strictly controlled. Theory Y is the idea that employees work better when they are given responsibility for their own work and when their personal needs are satisfied.

> *Some managers certainly hold a Theory X point of view about some of the people in the business and a Theory Y point of view about the others.*

● **hierarchical** ADJ
flat ADJ

A hierarchical system or organization is one in which people have different ranks or positions, depending on how important they are. Companies with a flat structure are organized in a less hierarchical way than traditional companies, with the aim of giving all employees a relatively equal status within the company.

> *They claim that the hierarchical structure of schools replicates the hierarchical structure of the workplace.*
> *The management structure remains flat rather than hierarchical to make everyone feel they have an important role to play.*

⮑ **induction**: Topic 11.3; **organizational culture**: Topic 13.3; **recruit**: Topic 14.1; **wage**: Topic 14.2; **co-worker**: Topic 14.3

Managers – Human Resource Management

PRACTISE YOUR VOCABULARY

1 Put each of the words under the correct heading.

a employee   b staff   c worker   d workforce   e personnel

Individual in an organization	Collective term for people in an organization

2 Match each term to the correct definition.

a human resources   b human resource planning   c human resource management

i Deciding how to use a company's human resources most effectively.

ii The people employed in an organization, also known as personnel.

iii Deciding how many, and what type of workers are needed in the organization, and at what salary.

3 Which of the following does the HR department deal with?

a career development   d training   g discipline

b recruitment   e payments to suppliers

c wage negotiating   f induction

4 Which type of workplace relationship, shown by the diagrams, is most likely to include line managers?

HIERARCHICAL STRUCTURE   FLAT STRUCTURE

A
B
C
D

A ⟷ B ⟷ C ⟷ D
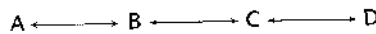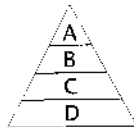
5 Theory X and theory Y are management philosophies which describe the reasons why people work, based on opposing views of people's motivation. Put the reasons into the correct place in the table.

a Workers can enjoy work.

b Workers are selfish, ignore the needs of organizations, avoid responsibility and lack ambition.

c Management should create a situation where workers can show creativity and apply their knowledge to the job.

d Workers are motivated by money.

Theory X	Theory Y
	Workers have many different needs which motivate them.
Workers are lazy and dislike work.	
	If motivated, workers can organize themselves and take responsibility.
Workers need to be controlled and directed by management.	