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Success in the IB Diploma

## **BUSINESS MANAGEMENT**

### **STANDARD AND HIGHER LEVEL**

### **TOPIC TWO: HUMAN RESOURCE MANAGEMENT**

Topic TWO end of unit assessment

Section A: 50 minutes

Section B: 30 minutes

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#### INSTRUCTIONS TO STUDENTS

- Do not open this assessment until instructed to do so.
- Section A: answer **all** questions.
- Section B: answer **one** question.
- A calculator is **not** required for this assessment.
- A clean copy of the IB Business Management formulae sheet is **not** required for this examination paper.
- The maximum mark for this assessment is **[45 marks]**.

## SECTION A

Answer **all** questions from this section.

### GENERAL MOTORS (GM)



Mary Barra started working for General Motors at the age of 18 and subsequently held a variety of engineering and administrative positions. In 2008 she became Vice President of Global Manufacturing Engineering. In 2009 she advanced to the position of Vice President of Global Human Resources, which she held until February 2011, when she was named Executive Vice President of Global Product Development. In December 2013, Barra was named to replace outgoing CEO Dan Akerson, and assumed the position of CEO in 2014.

GM executives and outside analysts say Barra's approach is very different to that of Akerson. She relies on team-building and seeks consensus. She holds "hall meetings" to solicit advice on project direction. She challenges engineers and designers to rethink their assumptions. Akerson's motto was "Often wrong, never in doubt." Barra's might be: "Let's all figure this out together."

Mrs. Barra has fast-tracked major organisational changes at GM. GM's organisational structure used to be tall, centralised and very hierarchical under previous CEOs of the company. She has restructured the company so that it is much more de-layered and much less bureaucratic, shortened chains of command have increased the speed of communication throughout the company. Fewer managers have much wider spans of control and delegation and teamworking is encouraged. Management and team leaders are appraised on how well team members are being trained and developed, as most workers within car assembly teams at GM are now expected to be able to perform most, if not all, jobs that are required to complete a unit of work.

Independent consultants have reported that worker motivation is much increased even though performance and incentive bonuses have been de-emphasized in the company's human resource management (HRM) strategies. Mrs. Barra now aims to implement further HRM changes that will ensure GM recruits and develops the best workers, and that these workers will have even greater control over how they undertake their jobs, have clearer feedback on how well they and their teams are performing, and have a clear sense of exactly why they come into work at GM each day.

# IB Business Management UNIT TWO assessment

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## QUESTIONS:

- a. Define the following terms:
- i. *Teamworking* [2 marks]
  - ii. *Human resource planning.* [2 marks]
- b. Explain what is meant by de-layering. [3 marks]
- c. Distinguish between bureaucratic organisations **and** hierarchical organisational structures. [3 marks]
- d. Comment on the leadership styles of GM's current CEO, Mary Barra **and** its previous CEO, Dan Akerson. [6 marks]
- e. Using the motivational theories of Hertzberg **or** Pink, discuss human resource management changes at GM. [9 marks]

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## SECTION B

Answer **one** of the following questions.

### CONCEPT QUESTIONS

1. With reference to one or two organisations that you have studied, discuss internal and external **changes** as factors that may influence human resource **strategies**. **[20 marks]**
2. With reference to one or two organisations that you have studied, discuss how **ethical** considerations and **cultural** differences may influence leadership styles in an organisation. **[20 marks]**
3. With reference to one or two organisations that you have studied, discuss how **culture** and **strategy** may influence how organisations may attempt to increase employee motivation. **[20 marks]**