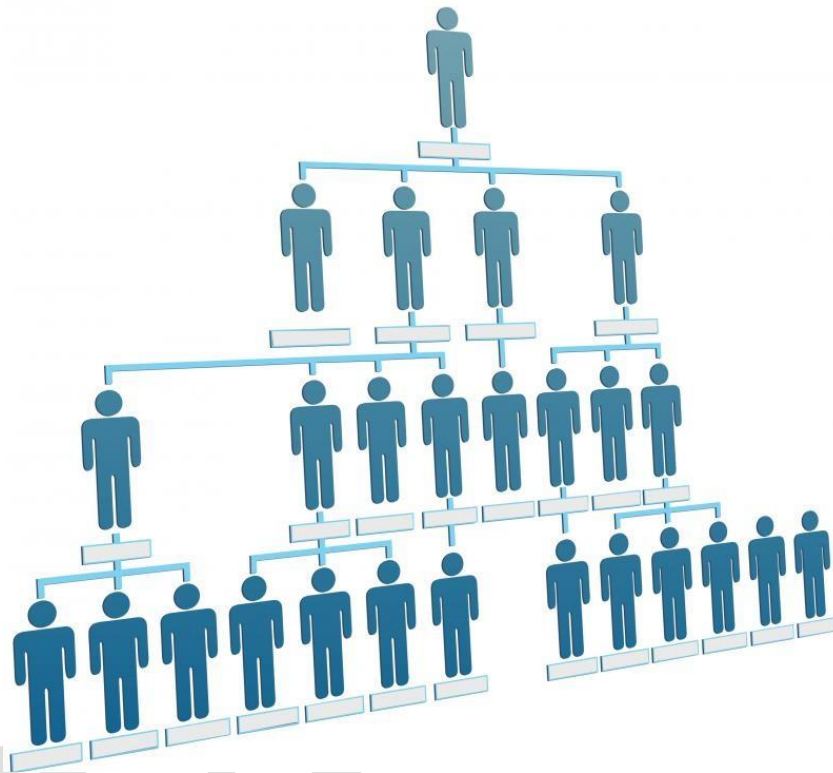


GCSE Business Studies

Unit 2.5 Making HR Decisions



2.5.1 Part 1: Organisational Structure

Name:

Form:

Symbols:



Notes that need to be read or notes that you need to make from the whiteboard during lessons.



Exercise to be completed in class as instructed by your teacher.



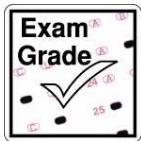
Video activity – make notes as instructed.



Question Time – these will be examination style questions to be completed in class or for prep, as instructed.



Computer based activity.



Formally assessed piece of work that, alongside your end of unit tests, will contribute towards your attainment grade each term.



Helpful tips to help you with exams!

2.5.1 Part 1: Organisational Structure

Aims

- Describe what an organisational tree/chart shows.
- Define span of control, layers of management, line manager, subordinate and authority.
- Create an organisational chart.
- Explain the difference between a hierarchical and flat organisational structure.
- Identify the ways in which the organisational structure can influence how the workers are managed.
- Explain the difference between centralisation and decentralisation and how they impact on various areas of the business.
- Explain the different ways of working.

What do you already know?

What is an organisational chart?

What is span of control?

3.4.1

What are the key differences between a hierarchical and a flat hierarchy?

What are the differences between centralisation and decentralisation?

Organisational Chart



An organisational chart shows how the people within a business are organised. Using the chart on the next page, answer the questions below.

Line manager – The sales supervisor's line manager is the marketing manager. What is a line manager and what do they do?

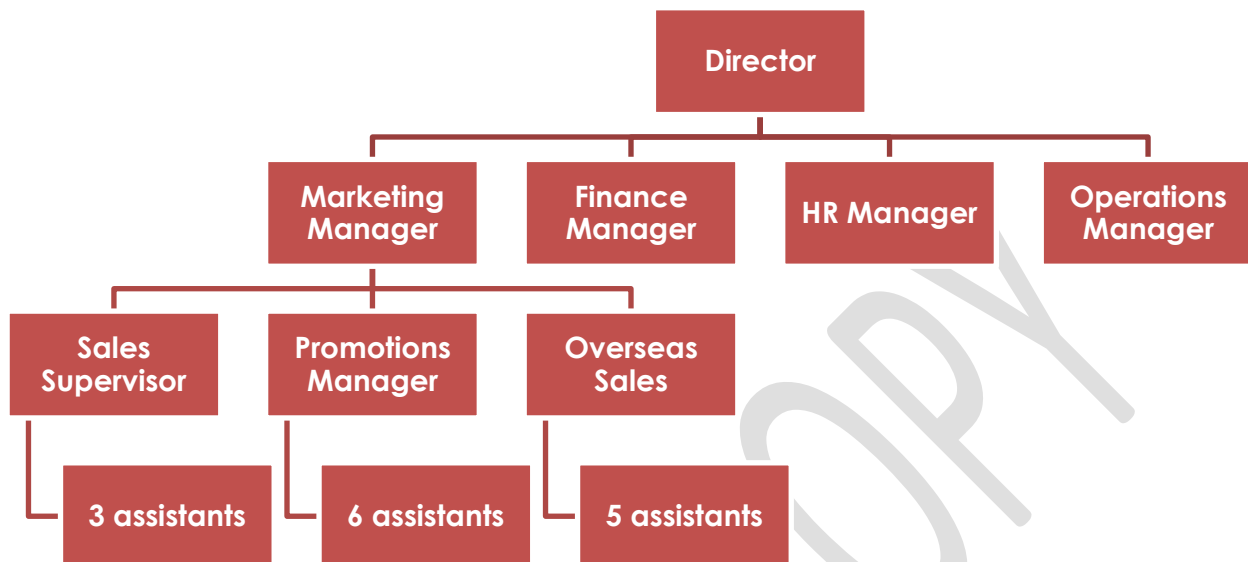
Subordinate – The finance manager is a subordinate of the director. What is a subordinate?

Span of control – The promotions manager has a span of control of 6. What does this mean?

Layers of management – How many layers of management are there in this business?

Authority – what is authority? Who has the most authority in this business?

An Example of an Organisational Chart/Tree



Guess Who?



Your task is to answer the questions below based on the organisation chart above.

Description	Answer
I have no subordinates and my line manager is the Promotions Manager. Who am I?	
I have a span of control of 4 and the most authority in the business. Who am I?	
How many layers of management are there?	
Who is the subordinate of the Marketing Manager?	
What is the span of control of the Marketing Manager?	

Organisational Chart Activities

Over the next few pages are to different organisational structure activities for you to tackle. You can choose which one to do – how hot can you go?

Look at the two curries below below. The 'mild' question will be for those that want to master the basics. The extra hot question are for those who are really confident and want to really take on a challenge! Complete one of the two exercises.



Will's Diner

Page 7 - 8



Newcastle Ltd

Page 9 - 10



Mild - Will's Diner

Will runs an American Diner in Norwich. The following people work in the diner. Your task is to put them into an organisational chart using the information given.



- Will has most authority and has a span of control of 4.
- Annie must report to Matt.
- Henry has a span of control of 4.
- If Fergus wanted to send a message to Will the communication path it would have to take is:

Fergus → James → Henry → Will

- Fergus has least authority.
- The Personnel Manager is the line manager of the Trainer.
- Feyi has one subordinate.
- Lizzie's line manager is Henry.
- Max has the same line manager as Tommo.
- The marketing manager has two subordinates who are the marketing assistants.



Will's Diner Organisation Chart

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Extra Hot - Newcastle Ltd – Organisation Chart Exercise

All the people below work for Newcastle Ltd – can you create the organisation chart on the next page using the clues below. If you find it too tricky – ask for some extra guidance!

 <p>Matt Dudley I am a head of a department with a span of control of 3, one of which is Malcolm Denton.</p>	 <p>Martin Melchoit When I have a problem I go directly to my line manager who is a woman. SM is my co-worker.</p>	 <p>Richard Pritchard My line manager is a male and I am in charge of no one.</p>	 <p>Keith Picking I do not work in production or HR.</p>	 <p>Steve Martin I am on the lowest level in the company and have no subordinates.</p>
 <p>Ryan Windy I do the same job as two other men.</p>	 <p>Mike Standard There are two levels of Hierarchy below me</p>	 <p>Kyle Money I work with two other men and have more a span of control of more than two people.</p>	 <p>Jake Peod I am responsible for no one, but Steve Kingdom is my direct boss. I do not work in Finance</p>	 <p>Steve Kingdom I have the most authority in the kingdom.</p>
 <p>Malcom Denton One of my co workers has initials SP.</p>	 <p>Sarah Parkins I work alongside Jo. But I do not work in HR or Marketing</p>	 <p>Jo Duncan I am in charge of Marketing and report to the managing director.</p>	 <p>Kate Wood I work alongside two other women</p>	 <p>Sarah Holmes Both of my co-workers first names begin with the letter K and my line manager is Kyle.</p>
 <p>Jo McDonald I work with one female and one male and my boss has the initials MD.</p>	 <p>Jody Kipling Richard Pritchard is on the same level as me</p>	 <p>Kay Patterson I put the finished goods into boxes</p>	 <p>Carole Mockie I am in the same department as Sarah Parkins, although she is below me</p>	 <p>Sarah Lovell I work alongside a man with a surname beginning with P</p>



Newcastle Ltd Organisation Chart

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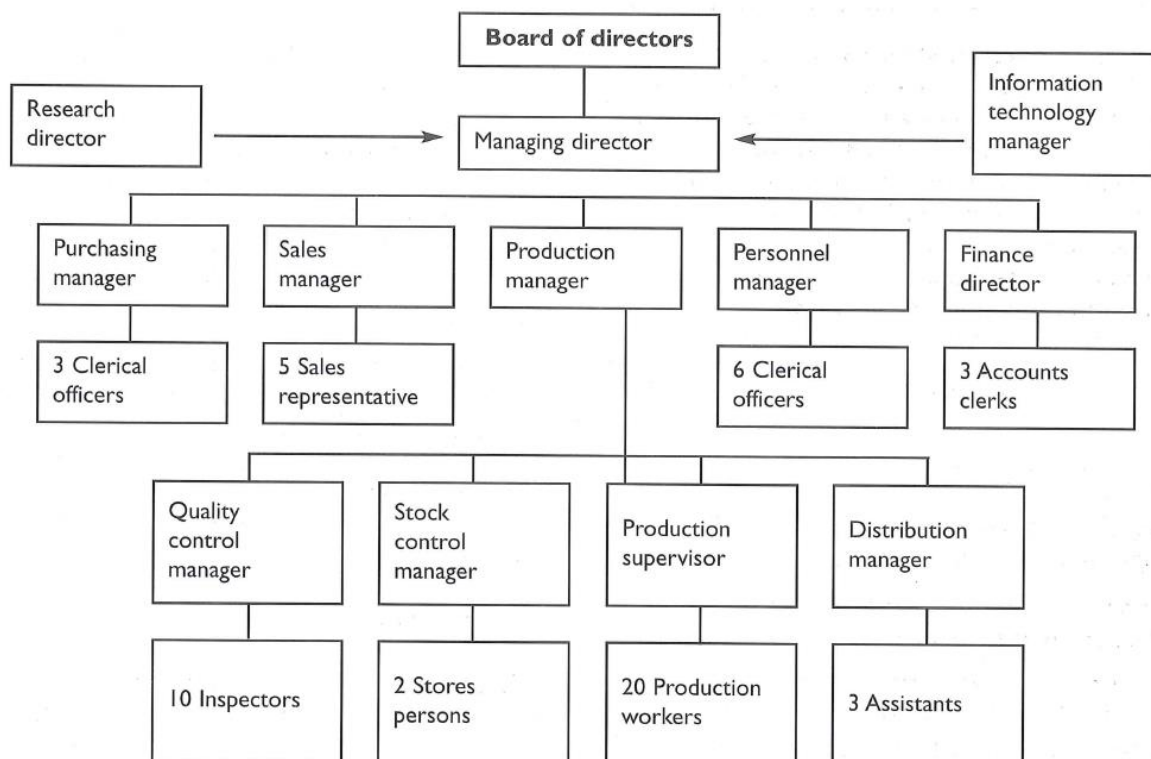


Organisation Tree Activity

Look at the organisation tree below, for Griffin Engineering and answer the following questions:

1. Who is at the top of the hierarchy?
2. Who is the line manager of the sales representative?
3. What is the span of control of the production manager?
4. How many layers are there in the hierarchy?
5. Who would the manager delegate responsibility to for the stocks of raw materials?
6. Who are the subordinates of the finance director?
7. Who would be accountable if the sales of the business did not reach the target set by the managing director?

Griffin Engineering Ltd – Organisation Chart

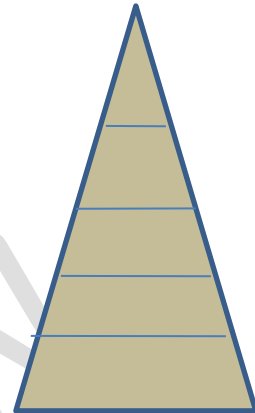




Organisational Structure

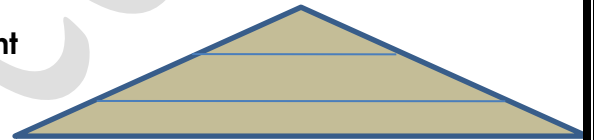
A _____ organisational structure

- Has _____ layers of management
- Has a _____ span of control
- Has a _____ communication flow



A _____ organisational structure

- Has _____ layers of management
- Has a _____ span of control
- Has a _____ communication flow



The structure of the organisation will effect many aspects of how the workers are managed and treated, including:

-
-
-
-
-
-



Hierarchical or Flat

You must decide whether the sentences below relate to hierarchical or flat structures.

	Hierarchical	Flat
Vertical communication is better.		
Longer chain of command.		
Decision making takes longer.		
Greater levels of delegation take place.		
Staff have more opportunity to use their ability.		
More promotional opportunities.		
Individual managers have less time for each subordinate.		
Staff may become overstretched.		
Information may be lost when being reported up the hierarchy.		
Narrow span of controls.		
Less delegation - morale issues.		
Fewer layers in the hierarchy.		
Tight control within the organisation.		
Likely to have higher labour costs.		



True or False – Organisational Structure

	True	False
A subordinate is someone who is in control of other people.		
A hierarchical organisation structure has many layers of management.		
A flat organisation will give workers more responsibility.		
A flat structure is not good for motivation as there is close supervision by managers.		
A hierarchical structure will also have a wide span of control.		
A flat structure will have shorter channels of communication.		
A line manager may also be a subordinate.		



Centralisation vs Decentralisation

Whether a business is centralised or decentralised is determined where the decisions are made.

Centralised	
Decentralised	

Centralisation and Decentralisation Activity



Add a sentence of your own to explain how centralised or decentralised decision making can impact on each of the following:

	Centralised	Decentralised
Management control		
Employee motivation		
Speed of decision making		
Flow of ideas		
Quality of decisions		



Exam Practice 1

Question:

Explain one disadvantage to a manager of having a larger span of control. (3 marks)

Annotations:

P – Point

Dev – Development of point

Fdev – Further development of point

0 marks	Nothing credit worthy.	
1 mark	One valid point made with no development (no linked strand).	
2 marks	One valid point made with 1 linked strand of development.	
3 marks	One valid point made with 2 linked strands of development.	



Exam Practice 2

1. A business has a short chain of command within its organisation. Which **one** of the following is most likely to be an advantage of a short chain of command compared to a long chain of command?

Select **one** answer only.

- ☐ **A** The span of control of each worker in the chain is likely to be longer.
- ☐ **B** Each worker is likely to be more specialised in their job.
- ☐ **C** There are likely to be more supervisors in the chain of command.
- ☐ **D** Messages are less likely to be distorted as they go up and down the chain of command.

2. A centralised company is most likely to be one where?

Select **one** answer only.

- ☐ **A** the parts of the company are located near the head office of the company.
- ☐ **B** all major decisions are made at the head office of the company.
- ☐ **C** the products made are very similar to each other.
- ☐ **D** the chain of command has been delayed.

3. In a company, Deepta is the line manager of John. This means that Deepta is
Select **one** answer only.

- ☐ **A** able to delegate work to John.
- ☐ **B** a subordinate of John.
- ☐ **C** lower down the chain of command than John.
- ☐ **D** lower down the hierarchy than John.

4. Which of the following is the **best** description of the **span of control** in a business?
Select **one** answer only.

- ☐ **A** The different levels of the hierarchy.
- ☐ **B** The number of people who report to a supervisor.
- ☐ **C** The right for workers to take responsibility.
- ☐ **D** The path through which orders are passed down.

Different ways of working

Full time	<ul style="list-style-type: none">• There is no specific number of hours that makes someone full or part-time, but a full-time worker will usually work 35 hours or more a week• The maximum you can work a week is 48 hours (by law)
Part time	<ul style="list-style-type: none">• A part-time worker is someone who works fewer hours than a full-time worker.• So this is someone who works less than 35 hours a week• Part time workers should get the same benefits as a full-time worker on a "pro rata" basis.
Flexible	<ul style="list-style-type: none">• Flexible working is a way of working that suits an employee's needs, e.g. having flexible start and finish times, or working from home• All UK employees have the legal right to request flexible working - not just parents and carers
Permanent	<ul style="list-style-type: none">• Permanent employment is a full-time, salaried position with a contract to work the minimum amount of 36 hours each week• A permanent contract is the most common type of employment, an indefinite contract whereby you are employed by the company until either you leave or you are fired or made redundant
Temporary	<ul style="list-style-type: none">• A temporary (temp) job is one where the employer only needs extra staff to cover a seasonal period• If you ever had a cover teacher – this was a temporary job• Other examples are Christmas staff in retail stores and holiday reps in resorts
Freelance	<ul style="list-style-type: none">• A freelance worker is self-employed and will work on a contract by contract basis• The freelancer sets their own wage rate and may offer a range of services• A freelancer is someone who doesn't work for one company full-time, but is hired by different companies for certain jobs.• For example, a magazine or website will have a core team of editors who hire freelance writers to write articles, or a TV production crew might hire freelance cameramen to work on one series of programmes.

Exam Practice 3

Discuss the impact on a small business from offering its workers permanent contracts.

[6]

Mark the following responses to this question and score them using the grid below:

Candidate 1

One impact is that staff will be happier which will lead to increased motivation. Therefore more work is done which therefore improves the level of customer service. This will lead to increased customer satisfaction meaning that their brand image will be improved. This leads to more sales which could lead to increased profit.

Knowledge and Understanding			Analysis		
L0		Nothing of credit	L0		0 linked strands
L1		Basic understanding	L1		1 linked strand
L2		Good understanding	L2		2-4 linked strands
L3		Excellent understanding	L3		5+ linked strands
Overall score:					

Candidate 2

One impact is it provides staff with job security because the business can't suddenly decide it no longer needs staff without giving them notice, as per their contract. This security will motivate staff, therefore increasing their productivity. Increased productivity will mean that cost per unit will be lower which will allow the business to sell the product at a lower price therefore increasing market share.

Knowledge and Understanding			Analysis		
L0		Nothing of credit	L0		0 linked strands
L1		Basic understanding	L1		1 linked strand
L2		Good understanding	L2		2-4 linked strands
L3		Excellent understanding	L3		5+ linked strands
Overall score:					

Impact of technology on working - efficiency

- ❑ Technology
 - ❑ Technology helps organise the work environment.
 - ❑ Everything from payroll to stock control is managed more efficiently with well-designed software in place.
 - ❑ Documents, such as letters are easier to write and edit on the computer.
 - ❑ Phone systems include technology for three-way or four-way calling, for example, to save time.
 - ❑ Video or audio conference calls also save plane fare and hotel costs if group calls are productive.

Impact of technology on working – remote work

Now that there have been technological advancements in communication methods, employees from around the world can collaborate on projects.



Advantages of working from home

1. Fit a business round a family, gives a good work-life balance
2. The owner can work hours that suit their lifestyle
3. No commute, so reduction in costs of travelling
4. No expensive premises to pay for, so a reduction in fixed costs
5. Less stress from travelling and tension with colleagues



Disadvantages of working from home

1. No socialisation with other workers, so business owner may not have anyone to bounce ideas off
2. Work is all around the business person so they may find it hard to switch off
3. The business owner may find that they work more hours than a regular job as they don't keep track of the time that they work
4. Needs lots of self discipline to avoid distractions
5. Too easy to be lazy and not work



Exam Practice 4

Read the following case study from June 2023 Paper 2:

Extract B



Figure 4: An Oculus virtual reality headset

In 2004, entrepreneur Mark Zuckerberg started *Facebook*. Then, in 2012, the company floated on the stock exchange and became a public limited company (plc). By 2020, *Facebook* plc had become the largest social networking website in the world with 2.5 billion users and advertising revenues of \$70.1 billion.

The company has used internal and external growth to expand. Between 2012 and 2020, *Facebook* purchased over 60 different companies, including WhatsApp, Instagram and the virtual reality company, Oculus. However, *Facebook* wants to reduce its reliance on revenue from advertising on its websites and sees its future growth coming from new markets such as selling virtual reality headsets. *Facebook* believes that social media is now reaching the maturity phase in its product life cycle in most of its main markets.

In 2020 *Facebook* decided to give employees in its European headquarters in Dublin the option to work from home. *Facebook* believes that remote working will not result in lower productivity. It also believes it will allow *Facebook* to attract talented people such as coders, graphic designers and software engineers who cannot afford to live in expensive locations such as Dublin. *Facebook* believes that having less office space will reduce costs and give the company a competitive advantage against its rivals such as Snapchat and Twitter.

(**Source:** adapted from <https://www.irishtimes.com/business/technology/facebook-to-reopen-irish-offices-in-early-july-1.4259429> and <https://www.theguardian.com/technology/2020/may/21/facebook-coronavirus-remote-working-policy-extended-years/>)

Evaluate the impact on *Facebook* of its decision to allow its employees to use remote working from home. You should use the information provided as well as your knowledge of business. (12)

Over the next few pages, read the responses and score them in the grids provided.

Response 1

By Facebook allowing its employees to use remote working instead of working from the office, it means that Facebook will be able to attract employees from different locations. This will lead to more skill sets being acquired and as a result there may be more innovation from employees that may have not been able to work in the office. As a result Facebook may have more unique products to sell, helping to increase revenues for the business.

Another advantage of introducing remote working, is that employees may feel more motivated. This is because they feel more comfortable in their own environment. This could lead to improved staff productivity and therefore increased staff retention as they are happier in their surroundings.

A further advantage is that Facebook can reduce costs. This is because they won't

have to pay rent on their offices.
As a result they will have less cash outflow. This could potentially give them an advantage over their rival business.

In conclusion by doing this Facebook can re-capture ~~the~~ some of their finances will also improve staff motivation.

	Level 0 0 marks	Level 1 1-4 marks	Level 2 5-8 marks	Level 3 9-12 marks
Understanding	None	Basic concepts; limited terminology	Understands concepts and connections; Terminology used in places	Fully understands concepts, terminology used well
Application	None	Very limited context	Some context but not throughout	Context present throughout
Analysis	None	1 linked strand	2-4 linked strands	5 + linked strands
Evaluation	None	Stated balance, basic judgement	Developed balance, supported justification	Developed balance + sophisticated conclusion
Overall Level				
Mark				

Response 2

[14]

One benefit would be that the social media giant could attract employees from all over the world. This would mean that coders, graphic designers and software engineers who cannot afford to live in Dublin, can now work for Facebook. This could result in Facebook offering better functionality in its apps or having improved VR headsets and games launch. All of this will give the digital firm a competitive advantage over rival social media firms such as Snapchat and Twitter.

However, working from home can cause coders and software developers to be less productive. This is because there are many distractions with little supervision when at home. This may slow down the launching of new versions of the app. This could result in competitors such as Twitter and Snapchat ~~a chance~~ launching new products/improvements.

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to their social media apps. As a result Facebook will see a decrease in the 2-5 bn users. Therefore with fewer users, advertisers will withdraw their funding so profit will also start to decrease.

In conclusion, the social media giant operates in a dynamic market.

~~It is~~ ^{Therefore} it is crucial that they continue to benefit from first mover advantage so they must have the best codes and designers employed in order to produce apps and software that entices customers away from Twitter and Snapchat. As they currently operate from an expensive location in Dublin, it is vital that they do allow home working. However, this is dependent on the factors that motivate workers. If being at home is motivating then the social media firm will see the benefits materialise. If codes can't work without constant supervision this idea is a non-starter.

(Total for Question 7 = 25 marks)

	Level 0 0 marks	Level 1 1-4 marks	Level 2 5-8 marks	Level 3 9-12 marks
Understanding	None	Basic concepts; limited terminology	Understands concepts and connections; Terminology used in places	Fully understands concepts, terminology used well
Application	None	Very limited context	Some context but not throughout	Context present throughout
Analysis	None	1 linked strand	2-4 linked strands	5 + linked strands
Evaluation	None	Stated balance, basic judgement	Developed balance, supported justification	Developed balance + sophisticated conclusion
Overall Level				
Mark				

Top tips for writing an evaluation question!

Using the two examples above, write down here what your top tips are for someone who has to write a response to a 12-mark evaluation question:

2.5.1 Part 2: Communication

Aims

By the end of this topic you will be able to:

- State the different form of communication.
- Explain the implications of insufficient communication.
- Explain what the problems of excessive communication are.
- Explain what the barriers to effective communication are.
- Explain how poor communication can impact on employee motivation.
- Assess the importance of communication (answer exam questions on this topic).

What do you already know?



Why is communication important?

What are the consequences of insufficient communication?

2.5.1

Name the barriers to good communication?

What's the link between communication and motivation?



Ant and Dec – What on earth are they saying?

You are having a conversation with Ant and Dec, but can you understand anything that they have told you? If so translate these into plain English!

Geordie phrase	English translation!
A luv the Toon	
Wor kid	
Wor lass is geet lush	
Much is the Dog?	
A wad a thowt se.	
Haadyorwhisht	
What a neck ye hev	
Keep toot.	
Wor bairn	
Hacky mucky	
Gannin yem	
Proper mint like!	

Why might using this kind of language in a business be problematic?





Communication

Communication is the exchange of ideas from one person to another. Effective and efficient communication is essential if a business is to be successful.

Communication requires a sender and a receiver. In a business this flows up and down the chain of command and across levels on the hierarchy. A **medium** or **channel of communication** is required in order to send a message. This may take a variety of forms, including:

	this allows for immediate communication between two parties and can take the form of face-to-face, telephone, video conferencing etc.
	increasingly done through e-mail, texting and Twitter rather than letters. This allows the sender and receiver to have a record of the communication
	this is likely to be combined with oral and written communication to emphasise a point or to provide graphics and data e.g. on a PowerPoint presentation

Insufficient Communication

Insufficient communication can lead to serious problems within a business. If staff have not had appropriate communication a number of problems may arise (in pairs try to think of as many problems as you can and write them below):





Excessive Communication

Excessive communication can lead to information overload when employees have too much information to process. The consequences are:

-
-
-



Barriers to Effective Communication

There are a number of barriers stopping effective communication. Describe how these act as barriers.

Physical barriers
Cultural barriers
Language barriers
Perception



Poor Communication Exercise

Jack runs a travel company called Oceanic. For each of the cases below you must advise Jack why the problem has arisen and how you would deal with it.

Scenario	Why problem has arisen	How would you deal with it?
Two workers, Jin and Mike, have had an argument. A friend of Jin's has told him that he has heard from a friend of Mike's that he has been saying bad things about him. They both work in the same office and do not want any 'bad blood' to affect how they work together.		
Kate, a manager of one of the branches of the organisation has sent a written report to John Locke, her line manager who works at Head Office. John reads the report but still has a lot of questions that need answering.		
Sayid and Charlie are currently working in a building site constructing a new hotel for a client. They attended an hour-long team meeting this morning, where all workers were given loads of verbal instructions as to where they could and could not go – due to health and safety reasons. They got confused and entered a dangerous out of bounds area without their hard hats, before their manager spotted them.		
Claire, a receptionist has taken down a message from a caller for her colleague Sawyer, who was on his lunch break when the customer phoned in. Claire wrote it down on a scrap of paper and then immediately went on her lunch break. The message was never passes to Sawyer and the customer did not receive a call back.		



Communication and Motivation

Poor communication can seriously affect the motivation of staff in the workplace:

- © Not knowing what is going on at work.
- © Hearing about issues through unofficial channels (the 'grapevine').
- © Being inundated with work issues outside of work time.

LISTENING SKILLS



Exam Help – 3 mark explain questions with no case study

These questions will appear in Question 1 of your Unit 3 paper. They require you to make one valid point and then develop that point with two linked strands of development. Take a look at the following example:

Explain one reason why effective communication is important to a business. (3 marks)

Effective communication is important so that customer orders are completed on time and to a satisfactory level. If staff accurately know what the customers requirements are then they will provide the customers with the products/services that they ordered. This will ensure that customers are happy which is likely to lead to more repeat orders, therefore increasing the profits of the business.

A valid point is made

Development of the point.

There are three more linked strands of development here; this response has more than enough linked strands to warrant full marks!



Exam Practice 1

Question:

Explain one impact of insufficient communication on a business.

This was a question in the 2016 paper. Can you accurately mark these three candidates' responses. Use the marking grid below to help you.

Annotations:

P – Point

Dev – Development of point

Fdev – Further development of point

		1	2	3
0 marks	Nothing credit worthy.			
1 mark	One valid point made with no development (no linked strand).			
2 marks	One valid point made with 1 linked strand of development.			
3 marks	One valid point made with 2 linked strands of development.			

Candidate 1

(c) Explain **one** impact of insufficient communication on a business.

(3)

If a business has insufficient communication it could lead to slower productivity. This would mean that the business is producing less products because of reduced productivity and is ~~lo~~ losing out on sales opportunities. This will lead to the business making less revenue and maybe making a loss.

Candidate 2

(c) Explain **one** impact of insufficient communication on a business.

(3)

An impact of insufficient communication on a business ~~could~~ can be very bad. ~~But~~ The business may make many mistakes such as, wrong stock ordered, not enough of stock ordered, too much stock ordered and more.

Candidate 3

(c) Explain **one** impact of insufficient communication on a business.

(3)

One impact of insufficient communication on a business is that workers won't be able to understand each other. This demotivates the workers which ~~may~~ could lead to less productivity.



Exam Practice 2

1. Mohammed works for an insurance company. He gets so many emails from other members of staff that sometimes he does not even bother to look at them if he thinks they will not be important. Sometimes, though, this means he misses out on information that is important. This is a problem caused by:

Select **one** answer only.

- ☐ **A** Excessive communication.
- ☐ **B** Insufficient communication.
- ☐ **C** Channels of communication.
- ☐ **D** Informal communication.

2. Which **one** of the following is most likely to be a barrier to effective communication?

Select **one** answer only.

- ☐ **A** A full colour advertising brochure.
- ☐ **B** An early morning meeting between two workers.
- ☐ **C** A poorly worded letter.
- ☐ **D** A memo sent down the chain of communication.

3. Insufficient communication within a business is **most likely** to lead to?

Select **one** answer only.

- ☐ **A** Increased efficiency of staff.
- ☐ **B** Demotivation of staff.
- ☐ **C** Face to face communication with staff.
- ☐ **D** External communication between staff.



Exam Practice 3

1. Explain one impact of having a narrow span of control in a business.
2. Explain one impact of giving employees more authority.
3. Explain one benefit to a business of having a hierarchical structure.
4. Explain one benefit to a business of having a flat structure.
5. Explain one drawback to a business of being centralised.
6. Explain one drawback to a business of being decentralised.
7. Explain one reason why a business may employ freelancers.
8. Explain one benefit to a business of employing people on zero-hour contracts.
9. Explain one barrier to effective communication within a business.
10. Explain one impact on a business of excessive communication.

Answer these in your exercise book.

Key Terms

Key Term	Description
Organisational chart	This is a plan showing the roles of, and relationships between, all the employees in a business.
Line manager	An employee's immediate superior or boss.
Span of control	The number of employees managed directly by a manager.
Levels of hierarchy	The layers of authority in a business.
Authority	The power to control others.
Delegation	The passing down of authority to more junior employees.
Centralisation	Occurs when a small number of senior managers in a business take all the important decisions.
Decentralisation	Allows employees working in all areas of the business to take decisions.
Subordinate	An employee over whom someone has authority.
Flexible hours	A contract between a company and an employee that doesn't specify how many hours of work will be provided.
Freelance contract	An agreement over one job between a company and a self-employed worker.
Permanent contract	An agreement between a company and an employee that work and income will be provided constantly into the long-term future.
Remote working	Working away from the office, typically from home.
Temporary contract	An agreement between a company and an employee that work and income will be provided for a specific period, say six months.
Communication	Message passed between a sender and a receiver, through a medium such as a letter or an email.

Feedback	Response to a message by its receiver to the sender.
Internal communication	Communication within the business.
External communication	Communication between the business and an outside individual or organisation like a customer, supplier or tax inspector.
Channels of communication	The path taken by the message.
Formal channels of communication	Channels of communication that are recognised and approved by the business and by employee representatives.
Informal communication	Also known as the 'grapevine'; communication through channels that are not formally recognised by the business.