

# Unit 2: Human Resources Management - Review Questions

## Markscheme

1. The possible ideas are:
- Early morning briefing with entire staff to share the news of the day;
  - Have all the relevant staff connected by email and communicate every piece of news in that manner;
  - Assemblies;
  - Communication board in a very visual place;
  - Loudspeakers to make announcements as necessary.

Candidates can come up with other ideas.

*(Award [1 mark] for each relevant suggestion.)*

2. Possible reason for lack of motivation:
- Low pay, no perks;
  - Boredom: the task is monotonous;
  - Flat organisations: no possibility of progress;
  - Difficult to socialise with people in the firm.

In the same order, possible solutions are:

- More pay (productivity agreements, profit sharing, more perks);
- Job rotation, job enlargement;
- Share the decision making process; allow for personal progress;
- Organise parties, football matches, *etc.*

Candidates might come up with many more reasons to explain lack of motivation. Accept any reasonable ones.

Two reasons with reasonable solutions.

**[5 marks]**

Two reasons, solutions not very consistent with problem.

**[4 to 3 marks]**

One reason with a good solution or two reasons and no solutions.

**[2 to 1 marks]**

3. There are some similarities in style related to the focus on performance related pay the customer, typical of an entrepreneurial approach. Both are “hands-on’ leaders. The newspaper article shows that the personalities of the two are, however, quite different with Richard exhibiting a more open, democratic approach than Joe who likes to maintain an arms length style and autocratic strategy. Joe is keen to surround himself with like-people and although the article does not state this overtly he probably does not like criticism of any sort.

*The candidate:*

Identifies both similarities and contrasts in style using examples from the question and uses appropriate terminology.

**[3 marks]**

Identifies both similarities and contrasts, but either lacks illustration or does not employ appropriate terminology.

**[2 marks]**

Presents a simplistic and general response lacking effective use of illustration and terminology.

**[1 mark]**

4. There is a wealth of possible theory that can be applied from Macgregor's theory X and Y leaders to Maslow's hierarchy of needs. Good candidates may refer to the work of theorists such as McClelland (nAch) and Vroom(expectancy theory), particularly to emphasise why employees may be happy to stay with Joe. It is to be hoped that situational leadership and contingency approaches such as Fiedler might also receive a mention by the best candidates. It would be too simple to say that Richard will be more successful in the long run, but certainly there may be loyalty issues which arise when there are problems with the business and staff turnover may be higher in Clear Sounds than Microphone. It is to be expected that the average student will miss some of the subtlety of the question and concentrate on either the democratic versus the autocratic approach, or the role of money in motivation. If expressed well these answers should be rewarded nonetheless.

*The candidate:*

Offers a response which identifies that there may be no correct form of leadership style, merely one which is appropriate to the needs of the business and the characters and skills of managers and employees. The candidate uses suitable illustration and employs a range of relevant theory. The answer is effectively laid out and structured.

**[9 to 10 marks]**

May concentrate more on issues of money and leadership style, but uses a number of leadership and motivation theories to support the answer, which is thoughtful and generally well illustrated.

**[6 to 8 marks]**

Presents an assessment which lack some focus and is often rather generalised. The plan is illustrated, but not necessarily very effectively and may lack reference to specific theory.

**[3 to 5 marks]**

Presents a simplistic and general response.

**[1 to 2 marks]**