

BIIAB LEVEL 3 ADVANCED CERTIFICATE IN LICENSED HOSPITALITY

Unit 3: Motivating Your Team

Specimen Questions

The specimen examination questions contained in this publication are representative of the type of questions used to assess candidates taking the written examination paper for this qualification.

A marking scheme for each of these questions is towards the end of this document.

Each unit of the Diploma in Licensed Hospitality is assessed in two parts:

- 1) Part A The Open Book Test
- 2) Part B The Written Examination Paper.

Part A The Open Book Test

The Open Book Test consists of five short answer questions and is marked out of 20 marks. Each question is marked out of 4 marks. Candidates need to obtain 10 marks out of 20 in order to pass.

Part B The Written Examination

The examination paper consists of 10 short answer questions. Candidates are given 1 hour to complete the paper. Each question is marked out of 4 marks. The examination paper is marked out of 40 marks and candidates will need to obtain 20 marks to pass.

You need to pass both Part A and Part B to pass the Unit.

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Specimen Questions

Question 1

Val White, the manager of the Al Fresco Wine Bar, adopts a 'democratic' style of leadership with her staff.

- (a) Give **two** positive ways in which this is likely to be demonstrated. **2 marks**
- (b) Describe **two** problems that could result from this style of leadership. **2 marks**

Question 2

The Manager at the Grey Man is considering the introduction of a reward scheme to motivate his staff.

Identify **four** factors he should consider before introducing such a scheme. **4 marks**

Question 3

Mario has recently become manager of the Floodgate Hotel. In anticipation of new business generated from the opening of refurbished leisure facilities, Mario has brought in three members of staff from a business he previously managed to work alongside existing staff at the Floodgate.

- (a) Using Maslow's Hierarchy of Needs, outline **two** likely effects of the new management on the original staff at the Floodgate Hotel. **2 marks**
- (b) Outline **two** ways in which Mario can quickly ease the transition period. **2 marks**

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Marking Scheme

The following answers to Questions 1-3 are not exhaustive and examiners are instructed to give credit to valid answers, which are not specifically mentioned in the marking scheme.

Question 1

This question assesses Assessment Criteria 3.4 which states:

Identify the role of a leader in teamwork, describing the characteristics of different leadership styles and their impact on team motivation.

(a) Give **two** positive ways in which this is likely to be demonstrated.

Any two of the following:

Staff feel really involved with the decision making process **1 mark**

Gives good results when decisions made have a positive business impact **1 mark**

Allows Val as the Manager to become mentor and offer guidance **1 mark**

(maximum 2 marks)

(b) Describe **two** problems that could result from this style of leadership.

Any two of the following:

Team could feel a lack of direction and leadership **1 mark**

Val as the manager could appear to her team as ineffective and weak **1 mark**

Could create problems if stronger team members take over the group **1 mark**

(maximum 2 marks)

Question 2

This question assesses Assessment Criteria 4.2 which states:

Outline the difference between reward and incentive and outline the strengths and weaknesses of each.

Identify **four** factors he should consider before introducing such a scheme.

Any four of the following:

Individuals are motivated by different things and a reward may not appeal to all concerned **1 mark**

A reward must be seen to be fair/ to have equal value to all involved **1 mark**

The scheme could be de-motivational to some members of staff **1 mark**

Can the business afford the reward **1 mark**

Is the reward transparent and unambiguous **1 mark**

The reward must have value relative to the effort required to achieve **1 mark**

Will the reward be permanent as part of the employees' package **1 mark**

How will progress/results be communicated to others **1 mark**

(maximum 4 marks)

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Question 3

This question assesses Assessment Criteria 2.1 which states:

Describe and apply **Maslow's Hierarchy of Needs** to analyse and define how and why individual staff can be motivated or de-motivated.

- (a) Using Maslow's Hierarchy of Needs, outline **two** likely effects of the new management on the original staff at the Floodgate Hotel.

Any two of the following:

Loss of self-esteem or belonging **1 mark**

Are unsure of the future/lack of past security **1 mark**

Are unsure if their needs will be met by the new manager **1 mark**

Are unsure of new management expectations **1 mark**

(maximum 2 marks)

- (b) Outline **two** ways in which Mario can quickly ease the transition period.

Any two of the following:

Set and communicate goals **1 mark**

Hold a team meeting to inform all staff of future plans – be honest about changes **1 mark**

Tell staff that their jobs are safe **1 mark**

Hold team building activities for combined team **1 mark**

Hold individual meetings to discuss issues with all the team **1 mark**

(maximum 2 marks)