

Motivating a Team in Business

Specimen Paper

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.

The examination paper consists of 10 short-answer questions. Candidates are given 1 hour 30 minutes to complete the paper. Candidates can score a maximum of 4 marks per question. The examination paper is marked out of a total of 40 marks and candidates will need to obtain 20 marks to pass.

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Answer *all* ten questions that follow this scenario

The Mill is an inn with rooms situated in a picturesque coastal town in Suffolk. The Mill has been run for several years by husband and wife team Don and Jan Gough who have built up a thriving food business.

The accommodation is a fairly new venture by the Gough's, the success of the food trade has enabled them to invest in and refurbish the eight previously unused bedrooms. This is an area of business, however, that the Gough's have no experience with so have employed a full-time receptionist/administration manager, two part-time house keeping staff, a part-time breakfast chef and two part-time waiting on staff to deal with this area of the business and left the running of it to them.

This has caused problems with the other staff who work at The Mill. The accommodation has been doing extremely well to date and this appears to have given the accommodation staff the opinion that they are better than the rest of the staff. The head chef has told Don that the breakfast chef is 'unbearably arrogant' and all of the front of house staff have complained about the attitude of the receptionist/admin manager. Don and Jan have chosen to ignore these complaints for fear of upsetting the accommodation staff and have told the front of house staff and the head chef that they can be replaced if they don't like the way they are running their business.

Things have now come to a head following the posting of the following review on a popular on-line travel website.

'A rather pleasant inn offering a clean and comfortable accommodation in a beautiful Suffolk town. I would like to report that we enjoyed our stay but it was ruined by the inept staff that work there. When we arrived we were greeted by a very rude and totally unhelpful receptionist. She slapped our keys on the counter and told us we were in room eight, she made no attempt to give us directions other than "up the stairs". We did enjoy a comfortable night and had an excellent meal in the restaurant. The next morning we went down for breakfast, rude receptionist was there again and this time she ignored us completely. Breakfast was good, well cooked and hot. But my oh my WHAT IS THE MATTER WITH THE STAFF IN THIS PLACE??? The two absent-minded waiting staff mooched around as if they were on another planet and service was slow slow slow.....when they weren't being inattentive, they were talking to the chef who gave the impression that he runs the place. Would we stay there again, only if they get rid of the staff. (The service at dinner was excellent however, but the staff were different, say no more)'

Don and Jan are horrified at the comments and call a staff meeting to look discuss this poor review.

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1. Jan and Don can't believe the extent of the problems at the Mill, they thought that they were one big happy team and the problems they were having were because the accommodation team were new. Outline the potential impact that poor teamwork can have on overall business performance.

[4 marks]

2. Some of the staff are obviously de-motivated by the situation at The Mill. Apply Maslow's Hierarchy of Needs theory and describe why individual staff can be motivated or demotivated through the application of Maslow's theory.

[4 marks]

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3. It is important for a manager to understand that all people are motivated differently, with this in mind explain the concept of internal and external motivation giving examples of each.

[4 marks]

4. Don and Jan must take much of the blame for allowing the situation at The Mill to escalate to breaking point. Describe the leadership style that the pair have adopted with the accommodation team and the impact it has had on overall team motivation.

[4 marks]

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5. Don and Jan have decided there needs to be a radical change in how they run their business and they realise how important their team are in ensuring the business delivers a quality produce and service. Describe the advantages to the business of the Management By Objectives (MBO) approach.

[4 marks]

6. Explain the role Don and Jan have in setting business objectives and managing the MBO process.

[4 marks]

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7. Don, Jan and the staff write and agree a new set of standards and procedures that need to be met in order to deliver excellent customer service. They also all agree their individual and team roles in meeting these standards. With this in mind, explain the concept of and reasons for performance monitoring.

[4 marks]

8. Looking back at the review that criticised the accommodation team and the other facts given in the case study, identify the probable causes of the poor performance by this team.

[4 marks]

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9. Both Don and Jan and the team agree that where team members are constantly meeting and exceeding the standards they should be rewarded for their efforts. Outline the difference between a reward and a incentive and give an example of each.

[4 marks]

10. Describe the link between business objectives and reward and incentive schemes.

[4 marks]

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Marking Scheme

The answers to Questions 1-10 should be covered by the appropriate Assessment Criteria as indicated below. Examiners are instructed to give credit to valid answers.

Question 1

This question assesses Assessment Criteria 3.2 which states:

Outline the potential impact that team work has on overall business performance.

Question 2

This question assesses Assessment Criteria 2.2 which states:

Analyse how and why individual staff can be motivated or de-motivated through the application of Maslow's Hierarchy of Needs.

Question 3

This question assesses Assessment Criteria 2.5 which states:

Explain the concept of internal and external motivational factors.

Question 4

This question assesses Assessment Criteria 3.6 which states:

Describe the characteristics of different leadership styles and their impact on team motivation.

Question 5

This question assesses Assessment Criteria 1.9 which states:

Describe how using the management by objectives (MBO) approach can help to support achieving the service profit chain.

Question 6

This question assesses Assessment Criteria 1.8 which states:

Explain the role of the manager and leader in setting business objectives.

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Question 7

This question assesses Assessment Criteria 4.1 which states:

Explain the concept of and reasons for performance monitoring.

Question 8

This question assesses Assessment Criteria 4.4 which states:

Identify probable causes of poor performance.

Question 9

This question assesses Assessment Criteria 5.1 which states:

Outline the difference between reward and incentive.

Question 10

This question assesses Assessment Criteria 5.3 which states:

Describe the link between business objectives and reward and incentive schemes.