

1.5 Effective management practice

Name: _____ Class: _____ Date: _____ **Total: 14 marks**

KEY WORDS management 管理 • delegation 授权 • motivation 激励
• key performance indicator 关键绩效指标

Objective

Apply **management** 管理, **delegation** 授权, motivation, and **key performance indicators** 关键绩效指标 to a service problem.

You must be able to:

- explain why clear delegation matters
- distinguish a useful KPI from a vague judgement
- analyse how management can improve a business outcome

1 Worked examples

■ Delegation with control

A bakery receives late-order complaints. The manager gives a supervisor responsibility for the packing timetable, the authority to change task order, and a Friday review of on-time dispatches. The manager remains accountable for the result.

■ Choose a useful KPI

“Work harder” is not a KPI. “Percentage of online orders dispatched on time” can be measured, compared, and reviewed.

2 Practice

2.1 Define delegation. [2]

2.2 State one KPI a café could use to monitor customer service. [1]

2.3 Explain why a manager remains accountable after delegating a task. [2]

3 Exam-style questions

3.1 A bakery has late online orders. Explain how delegation could improve this problem. [4]

3.2 A call centre rewards staff only for answering calls quickly. Analyse one benefit and one risk of this KPI. [5]

Solutions

2.1

- Give a person responsibility for a task.
- Give enough authority to carry it out.

2.2

- Any measurable service indicator, e.g. **customer complaints per week** or average waiting time.

2.3

- The manager still owns the final business result.
- They must review whether the task achieved the agreed outcome.

3.1

- Give a supervisor the packing timetable and authority to adjust task order.
- The supervisor can respond to delays immediately.
- The manager reviews the percentage dispatched on time.

3.2

- Faster answers can reduce waiting time.
- Staff may rush and give incorrect advice, reducing customer satisfaction.
- A balanced judgement needs another quality measure alongside speed. (E1)