Solutions

Marking: **M1** a correct method, **A1** the correct answer, **B1** an independent mark.

Each answer shows the steps, then the **result**.

2.1

management: planning, organizing and controlling resources to achieve objectives; leadership: setting a direction and inspiring and influencing people to follow it

2.2

any two: pay; working conditions; job security; company rules and policies; relations with supervisors

2.3

advantage: skilled programmers contribute ideas, so decisions are better and staff feel valued and motivated; disadvantage: consulting takes time, so decisions are slow, a problem when deadlines are tight

2.4

a well-paid manager's lower needs (physiological and safety) are already met; according to Maslow, a met need no longer motivates; the manager is more likely to be motivated by esteem or self-actualization, e.g. recognition or challenging projects

2.5

expectancy theory: motivation needs effort to lead to performance, and performance to a valued reward; staff may believe doubling sales is impossible, so expectancy is low; so the effort–performance link breaks, and the bonus does not motivate

3.1

award up to [10]: Taylor: piece rate rewards output, so staff may answer more calls; but staff may rush calls, lowering quality and customer satisfaction; Herzberg: pay is a hygiene factor; it may reduce dissatisfaction but not motivate; scripted, repetitive work lacks motivators such as responsibility and recognition; alternatives: job enrichment, empowerment to solve customer problems, job rotation, team targets; Maslow/Deci and Ryan: social needs, relatedness or autonomy could be met through teams and some freedom from the script; judgement linked to high absence and turnover; conclusion: a mix of fair pay and non-financial rewards

3.2

equity theory: staff compare their inputs and outputs with those of others; experienced staff put in more skill and experience for the same pay, so they feel unfairly treated; likely effects: lower effort, more absence, or leaving; response: pay scales that reward experience / recognition or promotion paths; explained in context