

# Chapter 5 & 6

## Management Skills (Leading & Motivating) Solutions

**\*Chapter 6 & 7 – Management Skills (MUST BE Leading, Motivating & Communicating)\***

### **Leading**

Definition

Delegation & Direction

Styles (Autocratic, Democratic, Laissez Faire)

### **Motivating**

Defintion

McGregor's Theory X & Theory Y

Maslow's Hierarchy of Needs

## Chapter 6

## Leading

## 2012 Q4 Short

Define the term *delegation*.  
 Outline **two** benefits of delegation within a business  
**MS: 4m (2m + 2m) & 6m (3m + 3m).**

A superior **assigning** work, power and authority to a subordinate. This may be for a task or project. The subordinate carries out the work for the superior, but the superior is still accountable/responsible for the task.

**Prioritising:** A manager can choose the **most important tasks** to do themselves and give the **less important** ones to **subordinates**.

**Staff Motivation:** Staff will feel **enriched/empowered/trusted** and this should lead to **higher employee morale**.

## 2009 Q4 (a)

(i) Explain the term 'delegation'.  
 (ii) Describe the benefits of delegation for a manager.  
**MS: 5m (2+3) 3 x 5 m (2 +3)**

(i) This is when a superior **assigns work, power and authority** to a **subordinate** for a task or project. The subordinate carries out the work for the superior, but the **superior** is still **accountable/responsible** for the task.

(ii)

**Manager Can Prioritise Their Work**

A manager is **not required to do all their tasks** themselves, as subordinates manage to complete the **less important** or easier tasks.

**Employee Motivation will improve**

Employees will have **more authority and responsibility**, and will usually become more **motivated** due to the higher level of **trust**.

**Higher Skilled Workforce**

Employees are given **more challenging tasks** and can get better at new tasks, increasing their skill and experience in their jobs.

2021 Q5 (C)

- (i) Define the term **delegation**.  
(ii) Describe the benefits of delegation for: • management • the employees.  
(20)

MS: (i) 5(2+3); (ii) 3 x 5m (2+3)

(i) Delegation involves the assignment of **authority** to another person. It is generally assigned from a manager to a subordinate, to undertake a specific work task or project. The accountability for the particular task/project is also assigned.

**(ii) Frees up time for management for strategic planning**

Manager is not required to do all the work and has more time to focus on long term plans allowing shorter term jobs to be carried out by subordinates. Effective time-management tool/ managers can prioritise tasks that need their attention.

**Increased motivation and staff morale**

Increased employee motivation by giving them more challenging work, so they feel useful and respected.

**Staff development of skills and experience**

Higher skilled workforce will allow greater management flexibility. The tasks up-skill staff and develop their capabilities.

**Work-life balance improves for the manager**

Delegation may improve the work-life balance for the manager. Manager recognises the need to delegate and their workload can decrease.

**2014 Q7 Short**

- (a) Name *one* leadership style.  
(b) Illustrate how a manager adopting *this* leadership style might manage the process of change in a business.

**MS: (i) 4 (ii) 6(3+3)**

*(Answer shown for each, but only one needed)*

**Autocratic**

A manager might **intimidate** workers into **accepting changes**  
e.g. **threatening redundancies/cutbacks**, making them feel like they will have to go along with the changes out of **fear**.

**Democratic**

Change is implemented by having a **consultative process** with employees  
e.g. making them feel **included** and **involved** in the process by **allowing them offer their opinions** before decisions are made on how the change will be implemented.

**Laissez Faire**

Managers give the staff **direction** but are **less engaged** in the process of change  
e.g. manager adopts a **'hands-off' approach** allowing the employees the **power to decide** how to change after telling them change is needed

2019 Q4 (C)

- (i) Describe **two** leadership styles.  
 (ii) Outline the factors that influence the leadership style adopted by business managers. Provide examples to support your answer. (20 marks)

MS: 2@5(2+2+1); 2@5(2+2+1)

**(i) Democratic**

The leader **shares decision making** with subordinates.

They would **listen** to and **consult** employees so they feel included.

It would create an **inclusive atmosphere** where workers feel **trusted** that is **open** and encourages sharing of ideas through **teams**.

**Autocratic**

The leader gives **instructions to subordinates**.

**Decision making is not shared and no consultation with staff** is made.

**Threats** and **bribes** are used to motivate staff.

(i) Autocratic ✓ 2  
 Where the leader is authoritarian.  
 They give orders and expect them to be carried out 2  
 They don't delegate  
 They don't consult employees in decision making  
 Uses threats/bribes to motivate staff 1

(Taken from 'Getting a H1 in LC Business PDF' available in our store)

- (ii) 1. In a **crisis** or when **immediate decisions** are needed, **Autocratic** may be preferable compared to the **longer and slower democratic** approach which would be more suited if e.g. there **wasn't huge time pressure to decide**.

2. The **higher the level of skill of employees** the **less supervision** needed, so **Laissez Faire** could be used dealing with experts.

**E.g. Assembly line staff** may suit **autocratic** more as they need to be told what to do and then get on with the work and feedback isn't needed.

Skill Level / Type of Work 2  
 A manager in eBay may be Laissez Faire for the 2  
 R+D (Research + Development) team as the engineers 1  
 have freedom to approach an objective how they see fit.

(Taken from 'Getting a H1 in LC Business PDF' available in our store)

**2012 Q4 (C)**

Outline two styles of leadership and illustrate how each of these styles may be appropriate in different business situations. (20 marks)

**MS: 2 @ 10 marks (2 + 3 + 3 + 2)**

**Autocratic**

Leader who likes to be **in control** of things and **does not delegate work** to subordinates.

They **rarely engage in consultation** with employees, **ignoring their opinions** and **dictating orders** instead.

**Fear** and **threats** are used as motivators.

*Example:* This style of leadership may be appropriate when **dealing with unskilled staff with little job attachment and morale** in order to make sure they get their work done like low skilled workers on a production line doing mundane monotonous tasks.

**Democratic**

**Opinions** and **feedback** are **sought** from **staff** before **decisions** are made.

Staff feel **more valued** and **motivated** as **trust** is shown by **superiors**.

The **authority** to complete tasks is **delegated** to staff, but ultimately with delegation of tasks, **responsibility rests with the manager**.

*Example:* This style is appropriate in most businesses. A focus on **teamwork** and **staff involvement** would suit this style e.g. staff in Vodafone Ireland or LinkedIn

**Laissez-Faire**

This style comes about from **huge trust in staff** by the manager.

They set agreed targets and deadlines with staff, and then **facilitate the work** rather than **supervise it**.

They allow staff the freedom to best decide how to complete the work set for them without interfering in their work.

This leaves lots of time for them to **prioritise other tasks**.

*Example:* This style is appropriate when managing **experts in certain areas** e.g. IT, as the manager should let them complete work that they may not fully understand rather than constantly interfere and supervise.

## 2018 Q6 (B)

Outline **one** appropriate leadership style which a manager in a retail outlet could adopt, giving reasons for your choice. (20 marks)

**MS: Leadership style 3m; 2@7(4+3) + 3m for reference to retail outlet**

**Democratic**

The leader **shares decision making** with subordinates.

They would **listen** to and **consult** employees so they feel included.

It would create an **inclusive atmosphere** where workers feel **trusted** that is **open** and encourages sharing of ideas through **teams**.

**1. It Will Develop Staff to become managers**

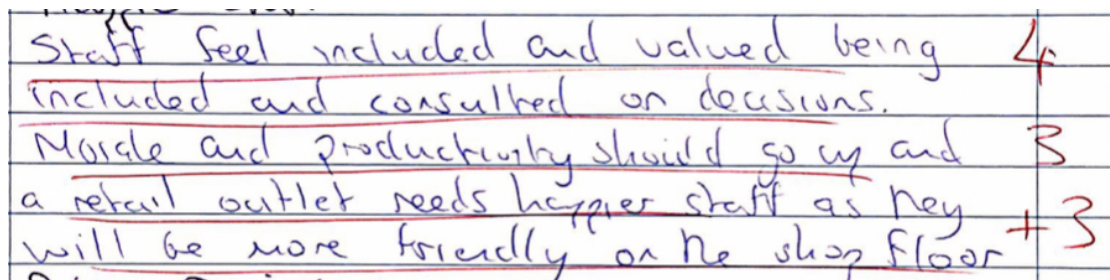
Employees will improve their experience and skills when delegated work.

The retail store will have more employees that would be suitable for promotion, looking to move up in the stores management structure.

**2. Room for innovation and intrapreneurship**

Employee have greater freedom for flexibility and empowerment.

The retail shop's staff may notice opportunities from dealing face to face with customers so they can feed that back when consulted by management.



(sample shown from the *What It Takes* PDF available in our store)

**Autocratic**

The leader gives instructions to subordinates.

Decision making is not shared and no consultation with staff is made.

There is little room for employee innovation as they have to follow orders.

**1. Tasks completed quickly**

If workers follow orders, work will get done efficiently and decision making will be very fast as no consultation is used to make the decisions.

**2. Might suit some part time staff**

Some temporary or unskilled staff in a retail shop may not want any extra responsibility given to them and would prefer to just follow orders.



## Motivating and Maslow's Theory

2019 Q4 (B)

Read the information supplied and answer the question which follows.

Hexagon Solutions is a global software design company operating in Dublin. It offers competitive salaries and long-term contracts of employment to all employees. A team structure exists in the business where employees from all over the world work together on innovative projects. Staff ideas are accepted, and innovation is rewarded. Hexagon supports employees who take on further studies.

Outline the different stages in Maslow's hierarchy of needs theory and illustrate how Hexagon Solutions applies this theory to motivate its employees. (20 marks)

MS: 5@4 (1+2+1) (State, Explain, Link to Hexagon)

### Physical Needs

Need for food, water, clothing and shelter.

Hexagon offers competitive salaries to all employees

### Safety Needs

The need for certainty and physical safety.

Hexagon give long-term contracts of employment to all employees

Safety/Security Needs	1	1
Need to feel secure/not in danger	2	2
Hexagon offer long term contracts so employees	1	1
feel secure in their employment for the future		

(Taken from 'Getting a H1 in LC Business PDF' available in our store)

### Social Needs

The need for interaction with other human beings.

Hexagon have a team structure that exists in the business where employees from all over the world work together on innovative projects.

### Esteem Needs

The need to have your performance recognised by others.

Staff ideas are accepted, and innovation rewarded in Hexagon

### Self-Actualisation

This need is met when an employee reaches their full potential.

Hexagon supports employees who take on further studies.



**2018 Q4 (B)**

- (i) Explain the 'hierarchy of needs' developed by Maslow in his theory of motivation.  
 (ii) Discuss possible limitations of this theory of motivation.

**MS: (i) 5@4(2+2) (ii) 1@3 1@2**

(i) Maslow's theory of motivation is based on a hierarchy of 5 categories. Once a lower need is met in the hierarchy, it stops being a motivator. The next need becomes the motivating influence for the employee.

**Physical Needs**

Need for food, shelter and warmth.

A manager can motivate his workers by ensuring they receive a fair wage in order that the physical needs for food, clothes, shelter etc. can be met.

**Safety Needs**

Need for security and stability and consistency.

Managers can make employees feel safe and secure by: offering long term contracts of employment or sending workers on health and safety courses.

**Social Needs**

Need for belonging, friendship and contact.

Teamwork and social events can help workers form new friendships and relationships.

**Esteem Needs**

Need for confidence, status, self-respect and recognition.

Managers can facilitate a worker's esteem needs through offering praise and rewards such as a new job title or an attractive office etc.

**Self-Actualisation Needs**

Need for self-fulfilment, become everything one is capable of becoming.

Offer workers a career plan, training and development opportunities, so they can develop and reach their potential.

- (ii) Employees won't sit on different levels for long periods and may be driven by different needs at different times and move between levels regularly making it impossible to properly motivate them.  
 The theory wasn't built on lots of data and rigorous sampling so isn't heavily scientifically based.

## 2014 Q4 (C)

Read the information supplied and answer the questions which follow.

*3 Dimension Ltd offers competitive salaries to its employees and a benefits programme that includes healthcare insurance. It is committed to providing a safe and healthy work environment. It holds weekly team meetings, enhancing the workers' sense of belonging. It recognises and rewards staff achievement and provides opportunities for staff to develop new skills and experience new challenges.*

Outline the different stages in Maslow's hierarchy of needs and illustrate how 3 Dimension Ltd applies this theory to motivate its employees.

MS: 5@4m (1+2+1): heading, keywords, link to 3 Dimension Ltd.

**Physical Needs**

- A worker has the need for the **essentials** like shelter, food and clothes.
- A manager can offer a **fair wage** to help satisfy this.
- 3 Dimension Ltd 'offers competitive salaries to its employees'.

**Safety Needs**

- Employees need **job security** and to **feel safe** in their employment.
- Managers can offer long-term contracts of employment and **safe working environments**, e.g. hardhats, high vis jackets, steel-cap boots.
- 3 Dimension Ltd provides 'a safe and healthy work environment'.

**Social Needs**

- Employees need to **feel wanted** and **liked** and enjoy **friendship** and social **interactions**.
- Working in **teams** and **social nights** e.g. greyhound racing can provide this.
- 3 Dimension Ltd 'holds weekly team meetings enhancing the workers' sense of belonging'.

**Esteem Needs**

- Employees want to feel **recognized** and **appreciated**.
- Managers can offer **praise** and **rewards** such as a **new job title** or an award like '**Employee of the Month**'
- 3 Dimension Ltd 'recognises and rewards staff achievement'.

**Self-Actualisation Needs**

- Employees want to become the **best they can be** and **develop** in to a great worker with greater **responsibilities**.
- Management offers workers a **career plan**, **training and development opportunities**, **empowerment** and **promotions**.
- 3 Dimension Ltd 'provides opportunities for staff to develop new skills and experience new challenges.'

**2011 Q4 (B)**

- (i) Explain Maslow's Theory of Motivation.  
(ii) Illustrate how a manager could motivate workers by applying Maslow's Theory in the workplace.

**MS: 5 marks (2+3) explanation; 5 @ 1mark 5 @ 2marks Level & e.g.**

(i) Maslow set out a hierarchy of needs. As **one need is satisfied**, then the need **immediately above** it on the pyramid becomes the **dominant motivator**.

He said an employee **can't be motivated by the higher need before the lower need is satisfied**, highlighting that a manager **needs to motivate different staff with different needs at different times**.

**(ii) Physical Needs**

A manager can motivate his workers by ensuring they receive a fair wage in order that the physical needs for food, clothes, shelter etc. can be met.

**Safety Needs**

Managers can make employees feel safe and secure by: offering long term contracts of employment or sending workers on health and safety courses.

**Social Needs**

Teamwork and social events can help workers form new friendships and relationships.

**Esteem Needs**

Managers can facilitate a worker's esteem needs through offering praise and rewards such as a new job title or an attractive office etc.

**Self-Actualisation Needs**

Offer workers a career plan, training and development opportunities, so they can develop and reach their potential.

**Motivating and McGregor's Theory****2013 Q10 Short**

Outline two possible implications for a business if a manager adopts McGregor's Theory X approach to managing.

**MS: 2 @ 5 Marks (3 + 2). Must give implications for the business. Always use a mini-heading for the shorts and then develop the point with an implication.**

**Employees will be treated like they are lazy and don't like work**

The manager will have **little trust** of his employees and will spend a lot of time **supervising them**. Employees may start to **dislike work** as they **don't feel trusted** and are **not delegated to**, and may **resent** their employers and **not want to take on any more work**.

**Employees will avoid new responsibilities and won't look for promotion**

The manager will think the staff do not want any more responsibility and that they will avoid the chance of it, so they might not offer it to them. This may lead to staff **never being empowered**, and **they won't develop their skills**, lowering the chance of **innovation** or **intrapreneurship**.

## 2009 Q4 (B)

Analyse the implications for a business of a manager adopting a Theory X approach to managing. (20 marks)

**MS: 4 @ 5 Marks (2 + 3). Must give implications for the business.**

**They will treat employees like they are lazy**

The manager will have **little trust** of his employees and will spend a lot of time **supervising them**. Employees may start to **dislike work** as they **don't feel trusted** and **are not delegated to**, and may **resent** their employers and **not want to take on any more work**.

**Employees will avoid new responsibilities**

The manager will think the staff do not want any more responsibility and that they will avoid the chance of it, so they might not offer it to them. This may lead to staff **never being empowered**, and **they won't develop their skills**, lowering the chance of **innovation** or **intrapreneurship**.

**Staff may become motivated by money only**

The business may continuously have to **increase wages** or **offer monetary rewards** to staff to **keep motivation high** as managers believe this is what staff need to be motivated. **No job enrichment is offered** or **promotional paths**, which can lead to **high absenteeism** and **poor motivation**.

**The manager will use an Autocratic style of leadership**

A business will have an **autocratic leader**, meaning **little consultation** is made with staff on decisions and **no staff input occurs** before a manager changes anything. **Staff will not feel involved in the business** and **not feel trusted**, and will offer **resistance to changes** in any area of the business causing problems for the business.