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
- Definition
- McGregor’s Theory X & Theory Y
- Maslow’s Hierarchy of Needs

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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.
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.
(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.

(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.

(Taken from ‘Getting a H1 in LC Business PDF’ available in our store)
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.
Outline one appropriate leadership style which a manager in a retail outlet could adopt, giving reasons for your choice. (20 marks)

**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.

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**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.
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*

### 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.
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.

**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.’
(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.
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.