

**Question 1**

Marks	0	1	2	Average
%	24	34	43	1.2

The following is an example of a high-scoring response.

*Aaron could implement performance related pay. This is where employees receive a financial reward based on meeting or exceeding performance expectations. By offering monetary rewards to employees who achieve expectations in their work, such as fully cleaning all cars, this will motivate the employees to work hard at their job and perform highly in order to receive the financial incentive such as a bonus which benefits them.*

**Question 2**

Marks	0	1	2	3	4	Average
%	24	14	24	21	16	1.9

Locke's theory of motivation is a goal-setting motivational theory that has two key elements: goals should be difficult (challenging but not overwhelming) and specific (clear and explicit). He stated that if goals were specific and challenging, this would motivate staff to complete them.

The following is an example of a high-scoring answer.

*Locke's goal setting theory is the belief that clear, specific, challenging (but not overwhelming) goals will motivate employees. It focuses on the process of setting and attaining goals as well as receiving feedback regarding achievements. It includes two aspects; goal difficulty (to a certain extent as goal difficulty increases, motivation will increase) and goal specificity (clear, explicit goals will motivate employees). Ms Glass can use this as a form of performance appraisal, set goals in conjunction with employees on the Glass Transport changes which according to Locke would lead to increased effort, persistence, and task focus. Ms Glass can then review the goals and provide feedback to employees, allowing them to develop a sense of purpose, motivation and thus improved performance as a result. Locke's theory would also allow Ms Glass to add clarity and altering the level of difficulty to goals so the Glass Transport expansion can be successfully achieved and employees will be motivated to achieve their goals as part of the expansion.*

**Question 3**

Marks	0	1	2	Average
%	27	51	22	1

The following is an example of a high-scoring response.

*One difference between Maslow's and Locke's theories is that Maslow states that different employees will require different motivating factors in order to be motivated, whereas Locke states that all employees will be motivated by the setting of goals.*

*Another difference is that Maslow ranks the elements of his theory (the level of needs) in a hierarchy based on their importance, whereas Locke does not rank the elements of his theory in order. Equal weight is placed on goal difficulty, goal specificity and feedback.*

**Question 4**

Marks	0	1	2	3	4	Average
%	34	23	26	10	9	1.4

The following is an example of a high-scoring response.

*Maslow's motivation theory is one where employees needs are ranked in a hierarchy based on their importance with the most basic needs situated at the bottom of the hierarchy (physiological and safety needs) progressing to higher order needs at the top (social, esteem and self-actualisation needs). Maslow states that once a particular need is met it no longer motivates and the employee moves up the hierarchy. Lower order needs must be met before an employee can be motivated by higher order needs.*

*Due to the email released by Win It Now, placing employees working hours and conditions as non-negotiable, employees are likely to feel undervalued. Therefore management could implement the strategy to adopt a participative decision-making style to recognise employee input. This would make staff feel valued by management for their contribution to those conditions of employment. As such, this will lead to a more positive corporate culture and will satisfy the esteem level of Maslow's hierarchy.*

*Management should also adopt the strategy of implementing rituals such as Friday night drinks. These will help to create a more positive relationship between management and staff and will thus satisfy the social needs of Maslow's hierarchy. A more positive relationship will allow, hopefully, a chance to open up the opportunity for working hours, remuneration and working conditions to be discussed with staff. If this was to occur, a more positive corporate culture would eventuate.*

### Question 5

Marks	0	1	2	3	4	5	Average
%	30	12	19	20	13	6	1.9

The following is an example of a high-scoring response.

*The differentiation approach is where the business is able to gain a stable competitive advantage by becoming unique in its industry in a way that is valued by customers. Shandra's Dairy Ltd should differentiate their dairy products by giving them unique value, which could be done by using unique ingredients and recipes for their dairy products which are unmatched by competitors in the industry. By having a unique dairy range which customers value, Shandra's Dairy Ltd will be able to develop a highly loyal customer base and demand for their products as customers are unable to get the unique items from competitors. This approach, if done correctly, will allow for Shandra's Dairy Ltd to charge a premium price for their products, as customers are willing to pay more as they perceive their dairy products to be of special value. This will allow for Shandra's Dairy Ltd to increase their profits on each sale made. However, Shandra's Dairy Ltd may find that they run into cost issues in their attempts to add value to their products. If costs rise uncontrollably, the benefit of premium pricing will be negated. Also, if a competitor decides to copy the products produced by Shandra's Dairy Ltd, they may lose their unique attributes and therefore run the risk of no longer being unique.*

### Question 6

Marks	0	1	2	3	Average
%	30	25	27	18	1.4

High-scoring responses to this question showed a clear understanding of both mediation and arbitration and were able to state the differences between them as a means of dispute resolution.

The following is an example of a high-scoring response.

*Mediation is a formal process where the two disputing parties bring in a third party who facilitates the conversation between the disputing parties. Both parties then communicate with each other and reach their own decision. This differs to arbitration which is where the two parties put their case forward to an independent third party who then makes the final decision.*

*In mediation, the disputing parties will decide on their own agreement however it is not necessarily legally binding upon the decision, while in arbitration the third party decides on a resolution for them and this is legally binding.*

### Question 7

Marks	0	1	2	Average
%	40	24	36	1

This question required students to outline one form of training and link it to ensuring that employees have the required skills. It was not necessary to refer to S&J Solar Panels in the response, but many students did so and this was also acceptable.

High-scoring students were able to clearly outline a form of training (for example, on-the-job training where an experienced staff member demonstrates the required skills and teaches other employees how to replicate them), then state how the training form could ensure that employees have the required skills.

The following is an example of a high-scoring response.

*Off-the-job training involves attending seminars, workshops or demonstrations to improve the skills of an employee so that they can perform their job as effectively and efficiently as possible. An external source of information and variety in the way the employee is trained encourages the information to stick with them so that they feel more adaptable and capable when performing tasks.*