

Revision Questions for 3.4 – Effective people management – Mark scheme

Q1.

	Answer	Mark
AO1 =1	D	(1)

Q2.

	Answer	Mark
AO1 =1	<p>1 mark for any appropriate benefit identified. Possible answers include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Lower costs. <input type="checkbox"/> Improved efficiency/productivity. <input type="checkbox"/> Fewer mistakes. <input type="checkbox"/> Increased motivation. <input type="checkbox"/> Business becomes more responsive to change. <input type="checkbox"/> Improved customer satisfaction/branding. 	(1)

Q3.

	Answer	Mark
AO1=1 AO3=2	<p>For 3 marks, there will be one problem identified and two clearly identifiable linked strands of explanation between the statements. These may contain connective words such as, 'this leads to...', 'because...' etc. Development will clearly show how excessive communication could cause a problem for a business. Possible problems include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Confusion/mistakes. <input type="checkbox"/> Poor productivity. <input type="checkbox"/> Poor motivation. <input type="checkbox"/> Higher unit costs. <p>E.g. Workers will become de-motivated since they will not be sure what they have to do (1 mark). This will cause lower productivity (1 mark) and the unit costs will increase (1 mark). This answer would gain three marks since there are at least two linked strands that build the explanation, following the identification of a problem.</p>	(3)

Q4.

	Answer	Mark
AO2 =3	<p>1 mark for each appropriate method of motivation identified. Each method needs to be applicable to a checkout operator. Accept generic answers only if they can be realistically viewed as a source of motivation to a checkout operator. E.g. do not accept company cars, but do accept generic 'fringe benefits'.</p> <p>Possible methods include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Promotion. <input type="checkbox"/> Praise. <input type="checkbox"/> Flexible working hours. <input type="checkbox"/> Discount card off shopping in <i>Sainsbury's</i>/vouchers. <input type="checkbox"/> Loyalty cards. <input type="checkbox"/> Fringe benefits. <input type="checkbox"/> Employee of the month awards. <input type="checkbox"/> Holidays. <input type="checkbox"/> Training. 	(3)

Q5.

	Answer	Mark
AO1= 1 AO2= 1 AO3= 1	<p>For 3 marks, the description will make two relevant points or one developed point associated with the effect of increasing pay on <i>Sainsbury's</i> checkout staff. The answer must be rooted in the context of a checkout worker to secure all three marks. Two marks are awarded for the points which could include a definition of motivation, and 1 mark is awarded for the use of context.</p> <p>Possible answers include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Satisfies physical needs. <input type="checkbox"/> Increases ability to buy goods and services. <input type="checkbox"/> Increases overall remuneration package. <input type="checkbox"/> Makes <i>Sainsbury's</i> a better place to work. <input type="checkbox"/> Makes checkout staff feel more valued. <p>E.g. An increase in pay will make checkout staff feel more valued (1 mark). As a result workers will not apply for jobs at rival supermarkets such as <i>Tesco</i> (1 mark). It will also give them the ability to satisfy their physical needs (1 mark). This answer would gain three marks since there are at least two unrelated points and there is use of the supermarket context.</p>	(3)

Q6.

	Answer	Mark
AO1= 1 AO3= 2	<p>For 3 marks, there will be one benefit identified and two clearly identifiable linked strands of explanation between the statements. These may contain connective words such as, 'this leads to...' 'because...' etc. Development will clearly show how excessive communication could cause a problem for a business.</p> <p>Possible benefits include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Higher levels of profit. <input type="checkbox"/> Higher productivity. <input type="checkbox"/> Improved customer service. <input type="checkbox"/> Enhanced branding. <input type="checkbox"/> Lower unit costs. <p>E.g. More motivated workers can help increase productivity (1 mark). Therefore output per employee will increase (1 mark). This leads to unit costs falling (1 mark). This answer would gain three marks since there are at least two linked strands that build the explanation following the identification of a benefit.</p>	(3)

Q7.

	Indicative content	
AO2= 3 AO3= 3	<p>The aim here is for candidates to consider the importance of increasing wages in motivating workers in low skill industries such as catering and cleaning. The question asks the candidate to 'discuss', so the candidate must develop balance within their answer to reach the top level.</p> <p>This could take the form of considering the extent to which money will motivate a worker, or through the examination of other factors that might be important in enhancing worker motivation. An alternate source of evaluation could come from the candidate using the 'it depends' rule. For instance it depends on why they are working, if they are single parents, working part time, how large the increase in wages is etc.</p> <p>Reasons why increased wages might be an important motivator:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Low skill jobs are usually low paid. <input type="checkbox"/> Cleaning jobs are boring so money is important. <input type="checkbox"/> Workers need money to fulfill physical/physiological needs. <p>Reasons why increased wages might not be an important motivator:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Factors such as enjoyment, having friends in the work place may be more important. <input type="checkbox"/> Depends on whether the individual has satisfied their physical/physiological needs. 	
Level	Mark	Descriptor
No mark	0	Non-rewardable material.
Level 1	1-2	One reason why increased wages could motivate employees is given with some simple development or two reasons are given with no development of either. An alternative route to

		marks in this level is if just a simple judgement or value is given to the importance of wages. 1 mark can be awarded for no support and 2 if some simple support is offered. Expect to see no reference to the 'low-skill' context in this range.
Level 2	3-4	Reference to two reasons is given with some development of each. A judgement/point is given at the lower end of the level with some development/support, which includes at least one cause/consequence etc. for each reason. At the top of the level this analysis will be relevant and linked to the judgement/point made and there may be some reference to the context.
Level 3	5-6	Reference to two reasons is given with development of each. A judgement/point is given with some development which includes at least two causes/consequences etc. In this level expect there should be some evidence of balance. Answers at the top of this level will refer to the context.

Q8.

	Answer	Mark
AO2=2	<p>1 mark for each appropriate method. Possible answers include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Piece rates. <input type="checkbox"/> Commission. <input type="checkbox"/> Salaries. <input type="checkbox"/> Fringe benefits e.g. extra holidays, company car, enhanced pensions etc. <input type="checkbox"/> Shares in the company. <input type="checkbox"/> Bonuses. <p>Allow any two methods. For instance if a candidate identifies two fringe benefits they should score 2 marks. Do not allow promotion as a method of remunerating employees.</p>	(2)

Q9.

	Answer	Mark
AO2=4	<p>This question has a 2 x 4 mark split. There is one mark for identifying an advantage and one mark for identifying a disadvantage. The remaining 3 marks are for the explanation which will show how paying a salary can be an advantage/disadvantage to <i>Shiftyjelly</i>. Within the answer there will be at least three clearly identifiable strands of explanation and reference to the context for each advantage/disadvantage considered. These may contain connective words such as, 'this leads to...' 'because...' etc.</p> <p>Possible advantages include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Better motivation (security of income). <input type="checkbox"/> Cheaper than other methods of remuneration e.g. commission if the apps designed are successful. <input type="checkbox"/> Can ask app developers to do more work for no extra pay. <input type="checkbox"/> Simple for <i>Shiftyjelly</i> to calculate its labour costs. <input type="checkbox"/> More staff loyalty. <input type="checkbox"/> Higher profits. <p>Possible disadvantages include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Motivation may be lower. <input type="checkbox"/> Other app companies may use more attractive methods of remuneration. <input type="checkbox"/> May find it harder to recruit the best app developers. <input type="checkbox"/> Lower profits. <p>E.g. Advantage: Lower Costs (1 mark). Paying a salary means <i>Shiftyjelly</i> can get its developers to work for longer hours designing new apps without having to pay them any extra money (1 mark). This will reduce the costs of designing an app (1 mark) compared to paying a wage/commission/time rate etc. (1 mark), increasing <i>Shiftyjelly's</i> profits. This answer would gain 4 marks since an advantage has clearly been identified and there are at least three linked strands that build the explanation, with reference to the app/<i>Shiftyjelly</i> context. The contextualisation must go beyond what is provided in the question. Without the use of this context (designing new apps) the answer would be worth 3 marks.</p>	(8)

Q10.

	Answer	Mark
(a)AO 1=1	D	(1)
(b) AO2= 2	For 3 marks, there will be one method identified and two clearly identifiable linked strands of explanation between the statements. These may contain connective words such as, 'this leads to...' 'because...' etc. The explanation must be in the <i>ShakeAway/milkshake</i> context if it is to secure all three marks. Possible methods include: AO3= 1 <input type="checkbox"/> Advertising/promotions/celebrity endorsement. <input type="checkbox"/> Free samples. <input type="checkbox"/> Lower prices. <input type="checkbox"/> Loyalty cards. E.g. <i>ShakeAway</i> could lower its prices (1 mark) and this would make the milkshake more attractive (1 mark), therefore people will trial the product. This answer would gain two marks since there are at least two linked strands that build the explanation, following the identification of a method. However there is insufficient use of context and candidates need to go beyond using the name of the company and the word 'milkshake' in their responses. Contextualisation could be achieved by referring to the £11.95 price.	
(c) AO1= 1 AO2= 1 AO3= 1	For 3 marks, the description will make three relevant points or one developed point associated with how <i>ShakeAway</i> can motivate its staff (<i>Shakettes</i>). The answer must be rooted in the context of a fast food/milkshake bar to secure all three marks. One of the points could include a definition of motivation. Possible answers include: <input type="checkbox"/> Higher pay/remuneration. <input type="checkbox"/> Increased fringe benefits. <input type="checkbox"/> Improved working conditions. <input type="checkbox"/> Better communication. E.g. Since the <i>Shakettes</i> are likely to have little skill (1 mark), it is unlikely that <i>ShakeAway</i> will be able to offer higher pay (1 mark) therefore making the job as fun as possible would be a way in which the <i>Shakettes</i> could be motivated (1 mark). This answer would gain three marks since there are at least two linked strands following a point and there is use of the <i>ShakeAway</i> context through the recognition of the job of a <i>Shakette</i> being low skill.	(3)
(d) AO2= 2 AO3= 1	For 3 marks, there will be one reason identified and two clearly identifiable linked strands of explanation between the statements. These may contain connective words such as, 'this leads to...' 'because...' etc. The explanation must be in the <i>ShakeAway/milkshake</i> context if it is to secure all three marks. Possible reasons include: <input type="checkbox"/> Reduced waiting time. <input type="checkbox"/> No need to employ as many <i>Shakettes</i> . <input type="checkbox"/> Lower cost per milkshake. <input type="checkbox"/> It would encourage repeat purchase. E.g. By increasing productivity, <i>ShakeAway</i> can reduce customer waiting time (1 mark). This will increase the number of satisfied customers (1 mark). As a result it is more likely that customers will come back instead of buying other drinks from places like <i>Burger King</i> (1 mark). This answer would gain three marks since there are at least two linked strands that build the explanation following the identification of an impact. The answer also makes reference to a rival drinks retailer, contextualising the response.	(3)