
Leadership and Motivation

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Leaving Cert Business Studies

St. Francis College
ROCHESTOWN



SHORT QUESTIONS

2012 & 2009

4. (a) Define the term delegation.

Delegation involves the **assignment of authority/power 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.

(b) Outline two benefits of delegation within a business.

- Manager is not required to do all the work and has more time for strategic planning.
- Task/project may be completed to a higher standard due to the level of personal care
- Work gets done faster
- Accountability provided by delegation.
- Increased employee motivation from job enrichment/ improved staff morale/more
- Challenging work.
- Effective time-management tool/ managers can prioritise tasks that need their attention.
- Higher skilled workforce will allow greater management flexibility.
- Good way to train employees for management
- May improve the work-life balance for the manager.

2007

7. (a) Maslow identified self-actualisation as a human need. Self-actualisation means...

...being personally fulfilled having developed one's own capabilities and talents to the highest possible level. The need to reach your full potential and be the best that you can be.

(b) Two other human needs (name):

- Physiological
- Safety
- Social
- Esteem

LONG QUESTIONS

2012

4 (C) Outline two styles of leadership and illustrate how each of these styles may be appropriate in different business situations. (20 Marks – 2@10 Marks)

Autocratic

- Leader who likes to be in control of things and does not delegate/ Little consultation with employees, frequently dictating instructions/ Opinions of employees are not considered
- All major decisions are made by the leader and orders are issued and directives are made to be obeyed without question.
- Fear and threats are used as motivators/ Little trust in employees
- Manager suffers from overloading and the quality of their work suffers
- Subordinates get little experience of management and promotions are mostly external
- Low morale among staff/ Staff turnover can be high/ Staff become frustrated: industrial relations disputes follow
- Illustration: This style of leadership may be appropriate in a crisis or emergency situation where tough decisions may be needed quickly e.g. turning around a business, facing insolvency.

Democratic

- Power is shared with staff
- Authority is delegated to staff, but ultimately responsibility rests with the manager.
- Opinions/ideas/feedback are sought before decisions are made and tend to be better as a result.
- Trust is built overtime with staff/ Staff feel more valued and motivated.
- Promotions are internal as staff get experience of management.
- Intrapreneurship may occur.
- Decision making can be slow and delayed.
- Illustration: It may be appropriate in a business that promotes teamwork (e.g. Google). Works well in an environment where staff can handle responsibility.

Laissez – Faire

- Management has a facilitative role (guide) and does not get involved in the day- to -day running of the business.
- Almost all authority is delegated to staff.
- Huge Trust is placed in staff.
- Highly motivated and trustworthy workers use their initiative leading to very high levels of intrapreneurship.
- Staff are empowered rather than ordered.
- Greater freedom given to staff in setting own goals.
- Managers are free to deal with more strategic matters.

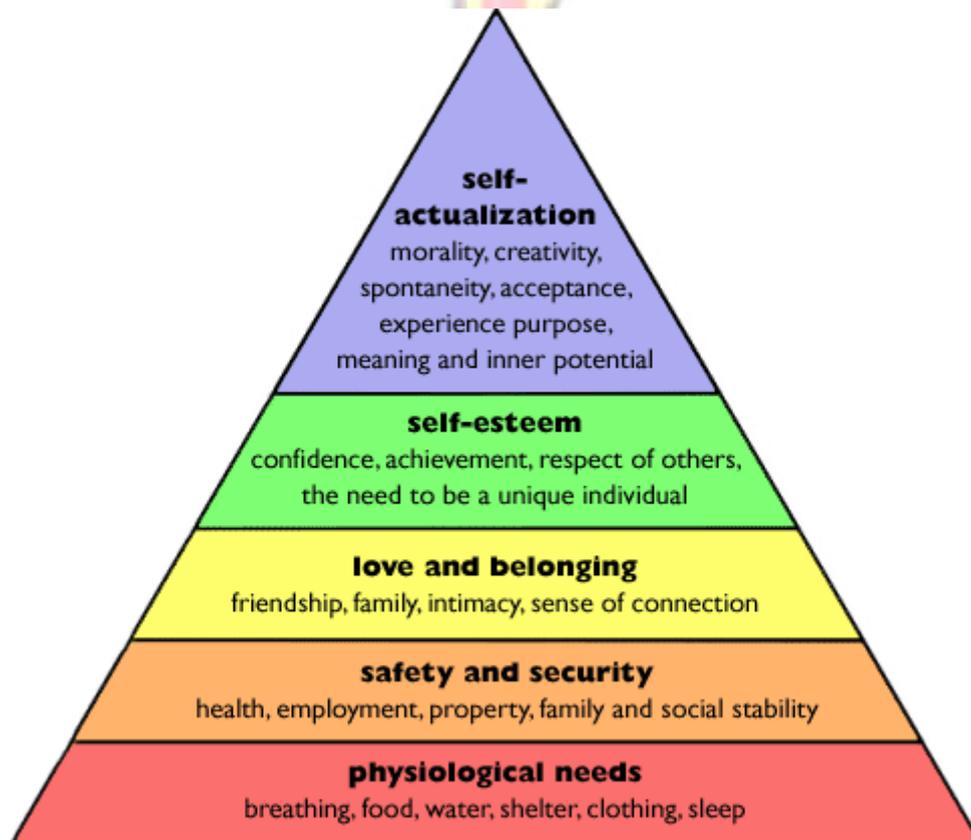
- Illustration: Is likely to be used by High Tech industries which rely on well educated and highly self-directed employees. Prevalent form of leadership in firms engaged in R&D and advertising where creativity is valued.

2011

4 (B) (i) Explain Maslow's Theory of Motivation (5 Marks) .

Motivation is the willingness of people to work. It is what drives, influences and encourages people to work toward a particular goal. Maslow put forward a theory on motivation based on a hierarchy of needs. As one need is satisfied then the need immediately above it on the pyramid becomes the dominant motivator/takes precedence. If a manager can learn about employee's needs, he can then motivate them by satisfying their needs.

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



Physiological Needs. A manager can motivate his workers by ensuring they receive a fair wage, bonuses, profit-sharing schemes 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.
- Providing a grievance procedure
- Providing free medical check-ups.
- Sending workers on health and safety courses.
- Providing a safe working environment e.g. safety goggles, boots, gloves, hard-hats, high visibility jackets for construction workers.

Social Needs. The social needs of employees can be met through offering flexi-time which allows employees to spend more time with their families. 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.

Self-Actualisation Needs. Management offering workers a career plan, training and development opportunities, empowerment and promotion to positions of responsibility can meet these needs.

2009

4 (B) Analyse the implications for a business of a manager adopting a Theory X approach to managing (20 Marks – 4@5 Marks each)

Theory X Manager believes that workers:

- are **lazy** and that they dislike work
- **lack ambition**, and will avoid taking responsibility
- like to be told what to do
- dislike and are **reluctant to accept change** in the workplace
- are **motivated by money** – will not be possible to provide extra pay in current economic climate to motivate workers
- The Theory X Manager adapts an Autocratic approach to management - **supervising workers** closely, offering incentives or using sanctions to ensure employee co-operation and conformity.

Characteristics/Implications of a Theory X Manager may include:

- **Little trust**/employees less likely to use their own initiative.
- **No consultation** when making decisions/lower productivity and lower quality
- Little delegation/fewer opportunities for employee promotions.
- **Fear and threats** are used as motivators
- Manager suffers from overloading and the quality of their work suffers
- **Low morale** among staff/ Staff turnover can be high/ Staff become frustrated: **industrial relations disputes** follow

2006

4 (A) Describe one motivational theory commonly used in management. (10 marks)

McGregor – Theory X and Y

McGregor said there are two types of manager – Theory X and Theory Y. Theory X managers believe that their employees don't like to work, that they are lazy, have no ambition, like to be told what to do and are only in it for the money.

Theory Y managers are the opposite. They believe their employees like working, that they have ambition, want responsibility and like more challenging work.

Maslow's Hierarchy Of Needs

Maslow stated that people's needs motivate them. Maslow put forward a theory on motivation based on a hierarchy of needs. As one need is satisfied then the need immediately above it on the pyramid becomes the dominant motivator/takes precedence. If a manager can learn about employee's needs, he can then motivate them by satisfying their needs. These needs are self-actualisation (reaching ones potential), esteem (need for respect), social (need for relationships), safety (To feel safe and secure) and physiological (human needs such as food and water)

4 (B) Discuss three styles of leadership. (30 marks – 3@10 Marks)

Autocratic

- Leader who likes to be in control of things and does not delegate/ Little consultation with employees, frequently dictating instructions/ Opinions of employees are not considered
- All major decisions are made by the leader and orders are issued and directives are made to be obeyed without question.
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- Management has a **facilitative role** (guide) and does not get involved in the day- to -day running of the business.
- Almost **all authority is delegated** to staff.
- **Huge Trust** is placed in staff.
- **Highly motivated** and trustworthy workers use their initiative leading to very high levels of intrapreneurship.
- **Staff are empowered** rather than ordered.
- **Greater freedom** given to staff in setting own goals.
- Managers are free to deal with more strategic matters.

2005**4 (A) Evaluate (5 Marks) the motivational theories of Maslow (10 Marks) & McGregor (10 Marks) – 25 Marks in Total**McGregor – Theory X and Y

McGregor said there are two types of manager – Theory X and Theory Y. Theory X managers believe that their employees:

- don't like to work
- that they are lazy
- have no ambition
- like to be told what to do
- are only in it for the money.

Theory X managers keep a close eye on workers and uses threats and punishments to make sure they do their work or promises them more money.

Theory Y managers are the opposite. They believe their employees:

- like working
- that they have ambition
- want responsibility
- like more challenging work.

Theory Y managers motivates by offering promotions, praises employees and delegates work to good employees.

Maslow's Hierarchy of Needs

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- self-actualisation (reaching ones potential)
- esteem (need for respect)
- social (need for relationships)

- safety (To feel safe and secure)
- physiological (human needs such as food and water)

Evaluation

McGregor's Theory X and Y is a good idea about motivation as it makes sense that employees will work harder and make a better contribution to the business if they are treated as responsible and valuable employees.

Maslow's motivational theory is also good as it shows managers how to find suitable ways to motivate employees. However, in real life many employees need to satisfy more than one need at a time.

