

Case study 5: Mark scheme

Chapter 13: Leadership and management

Chapter 14: Motivation

Green Lawns International School

Green Lawns was established in 1960 by Mr Alim Shadid as a small international boarding school. It expanded slowly through the 1970s and 1980s, but gained a solid reputation for excellent teaching and impressive examination results. Mr Shadid built up a team of highly-qualified staff, many of whom held advanced academic qualifications and had many years of successful teaching experience and examination results. His democratic management style worked well in a small organisation. He was respected and knew all of the staff personally. Teachers were delegated authority and were allowed a great deal of personal autonomy as long as they achieved excellent results. They had high levels of motivation and worked hard, and the school had very low staff turnover.

In the 1990s, however, the school expanded to 800 students. Mr Shadid, stressed with the effort of directing all aspects of the business, decided to look for a buyer. He changed the legal structure to that of a private limited company and in 2002 he accepted a substantial offer from an offshore educational investment company called Edu-invest.

Edu-invest put in a new Business Head, Rick Summers, as the ultimate decision-maker in the school. Rick was in his mid-thirties and had a successful background in corporate management with a multinational food manufacturer. He brought in three of his ex-colleagues to run HR, marketing and accounting. With increased profits now a primary concern, whenever experienced teachers left they were replaced by younger, single staff, some of whom had no teaching qualifications. It was therefore possible to cut the salary bill by 20%. During the economic boom, student intake rose rapidly from 800 to 2600 and classes were combined, doubling the average class size. Rick reorganised to implement a matrix management structure of teams with only the central management team of four authorised to make any major decisions. A number of teachers lost their jobs after criticising the management team. At this point, parents began to complain. The situation came to a head in January 2010 when the teachers' car park was requisitioned to build a new classroom and the free education of teachers' children was stopped. Teachers formed a union and went on strike.

SL questions: 20 marks, 35 minutes

- 1 Define the following terms:
 - a motivation (2)
The intrinsic and extrinsic factors that stimulate people to take actions which lead to achieving a goal.
 - b delegation. (2)
The transfer of authority and responsibility within an organisational structure.

Apply **Resources table 3a** mark band descriptors.

- 2 Explain **two** reasons why a democratic leadership style may have been successful for Green Lawns in the 1970s and 1980s. (4)

Define democratic management style: a style of management in which the opinions of all staff are taken into consideration when making decisions.

Reasons may include:

- small organisation with high degree of personal knowledge of staff
- well-educated and experienced staff
- teaching requires a certain degree of creativity that may be better encouraged by a higher degree of freedom and personal responsibility
- any other relevant reason.

Apply **Resources table 3b** mark band descriptors.

- 3 With reference to Green Lawns, discuss **two** forms of non-financial motivation that could be used to improve staff relations. (6)

- job enlargement
- job enrichment
- empowerment
- improvement of staff facilities

SL: apply **Resources table 1** mark band descriptors.

- 4 Explain whether Herzberg would view the teachers' car park as a hygiene factor or a motivator. (6)

Outline Herzberg's theory, including an explanation of hygiene factors and motivators.

The car park would initially have been a motivator but would then have become a hygiene factor.

SL: apply **Resources table 1** mark band descriptors.

HL questions 25 marks, 45 minutes

- 1 Define the following terms: (2)
- a motivation

The intrinsic and extrinsic factors that stimulate people to take actions which lead to achieving a goal.

- b delegation. (2)

The transfer of authority and responsibility within an organisational structure.

Apply **Resources table 3a** mark band descriptors.

- 2** Identify **two** characteristics of working in teams that the new management of Green Lawns might have thought would improve staff motivation. **(2)**
- encourages interchange of ideas within small groups
 - encourages team spirit
 - flexible structure is well placed to solve problems that arise
 - staff may feel like a significant small part of a big organisation
 - any other relevant point
- 3** With reference to the car park problem, analyse why businesses such as Green Lawns may use non-financial motivation. **(4)**
- According to Herzberg's theory, the car park problem is a demotivator. The decision was taken without asking the opinion of staff, which may make them feel less valued (reference may be made to Maslow's hierarchy).
- Define non-financial motivation (job enlargement, job enrichment, team working and empowerment) and apply to the teachers at Green Lawns.
- Points made may include some of the following:
- not everyone is motivated by money/different people are motivated by different things
 - non-financial motivators may cost less
 - their effect may be longer-lasting.

Apply **Resources table 3b** mark band descriptors.

- 4** Use Likert's theory to analyse the leadership style of the new management. **(6)**
- Briefly explain Likert's leadership styles – exploitative authoritative, benevolent authoritative, consultative, participative – and correctly place the new management style within the first category.

HL: apply **Resources table 2** mark band descriptors.

- 5** With reference to **two** motivation theories, analyse the decision to move from a democratic management structure to a structure with a centralised management team of four. **(9)**
- Answers should recognise the weaknesses as well as the advantages of the new system within each motivation theory chosen.

HL: apply **Resources table 2** mark band descriptors.

A justified conclusion is required.