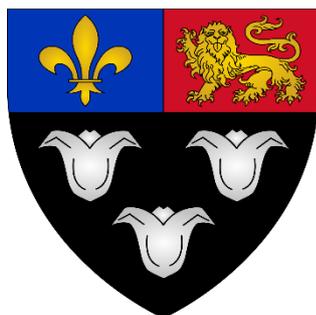


Year 11- Bus Assessment, Sept 2020

Section1- Criterion A: 15 marks:

Use the 'Statement of Inquiry, 'Business use Human Capital as a resource to drive the organisation' and the global context of 'Identities & Relationships' to answer the questions.

Read the case study and answer the questions below.

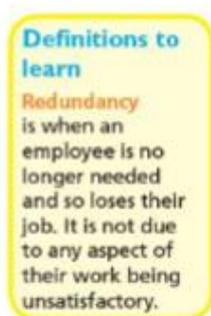


A sacked Eton College art teacher recently won a legal case for unfair dismissal against her employer. An industry tribunal ruled that Sara Green had been unfairly dismissed after being bullied by her head of department. Eton College argued that the reason it did not renew the contract of employment was that Ms. Green was a poor teacher.

The industrial tribunal was critical of art department head Ian Burke, who had a meeting with Ms. Green five months before her dismissal. The tribunal concluded that Mr. Burke undermined and bullied Ms. Green, repeatedly changed his version of events and was inconsistent in his evidence to the tribunal.

The school was criticized for failing to produce any written employee appraisal procedure for the tribunal. This led the tribunal to conclude that no appraisal procedure was followed by the college. (*Business & Management Course Companion*)

A. 1: Differentiate between 'Dismissal and Redundancy'. (4 marks)



Dismissal

This is where a worker is told to leave their job because their work or behaviour is unsatisfactory. For example, an employee who was constantly late for work and who, despite being given warnings, continued to be late, would probably be dismissed. An

A. 2: Explain what 'terms and conditions of employment' should have been legally agreed by Ms. Sarah and Eton College? (3 marks)

Accept any 2 reasons from below- student should relate it to the case study given.

- amount of notice that the employer or the employee must give to end the employment

-if the employee does not meet the conditions of the contract then legal dismissal is allowed

-terms and conditions of employee appraisal procedure at the college

Use the 'Statement of Inquiry, **'Business use Human Capital as a resource to drive the organization'** and the global context of **'Identities & Relationships'** to answer the questions.

Read the case study and answer the following questions.



Epic Games is still trying to get Apple to reinstate its Fortnite app on iOS devices. Late Friday, the gaming company filed a motion for a preliminary injunction against Apple's blocking Fortnite on iPhones and iPads.

The injunction brief says that more than 116 million gamers have played Fortnite on iOS, making it the game's biggest platform, larger than its player base on Nintendo Switch, Xbox, PlayStation, PC or Android.

In a Saturday statement to CNN Business, Epic said, "today we ask the Court to stop Apple from retaliating against Epic for daring to challenge Apple's misconduct while our antitrust case proceeds."

Fortnite has been blocked on iOS since August, when Epic introduced a new way for players to buy in-game currency directly without paying Apple or Google their customary 30% cut of revenue. This move violated both Apple and Google's app store policies, the tech giants said, and Fortnite was pulled from both iOS and Android devices. Epic then sued both Apple and Google, accusing them of monopolistic practices.

In claiming that Apple monopolizes the distribution and purchase of iOS apps, Epic Games is "going to have to convince the judge that those are markets to begin with," John Bergmayer, legal director of consumer rights group Public Knowledge, told CNN Business.

A. 3: Discuss the advantages and disadvantages of Apple being a Public Limited Company. (5 marks)

Students are expected to write 2 advantages & 2 disadvantages and apply to the case study,

1. Incorporation and Limited Liability
2. Access to finance through sale of shares to public
3. Dilution of ownership/ risk of takeover
4. Expensive legal formalities

A. 4: Explain the importance of the economic sector in which Apple and Samsung operate? (3 marks)

2 reasons to explain the importance of tertiary sector in an economy and application to case study.

1. Results in higher standard of living of public
2. Specialized/ qualified workforce resulting in modern hospitals, education institute.
3. Students may also write about Quaternary sector, award marks

Section2- Criterion B: 15 marks:

Use the statement of inquiry, 'the relationship between local and global processes shape business objectives and structure' and the global context of Identities and relationships to write your answer.

Section 2- Criterion B- Video Source Steve Jobs' Interview- Apple's organizational structure

B.1: Formulate a clear and focused research question to investigate the statement of inquiry. (3 marks)

Clear and focused research question without the use of 'and'.

B.2: List two methods of data collection. (2 marks)

Interview, Survey, Email, Telephone, Questionnaire, Articles, Journal, Observation etc.

B.3: Explain two limitations that can incur when conducting research during your investigation. (2 marks)

Obsolete/Redundant data

Bias

Time Limits

Irrelevant

B.4: Describe two supporting documents that can be included in appendices to support your investigation. (4 marks)

Newspaper article

Textbook/ Encyclopedia extract

Financial Statements/ Statistics

SWOT/PEST analysis

Webpage

B.5: Describe two most appropriate visual tools that can be used to report your main findings. (4)

Graphs

Charts

Illustrations

Maps

Section 3- Criterion C: 15 marks

Use the 'Statement of Inquiry, 'Business use Human Capital as a resource to drive the organisation' and the global context of 'Identities & Relationships' to answer the questions.

You are the founder of a successful medical clinic based in Dubai. You are planning to launch an online shopping store that offers free delivery to selected areas. To help advertise and achieve success, you intend to broadcast this through SMS.

C.1 Create a 'Text Message' (SMS) to announce the opening of the online store. (3 marks)

XYZ Medics now deliver to your doorstep. Get up to 25% off on your vitamins, beauty products and more. Order online. www.xyz.ae. 24/7 delivery available in selected areas. Your Health Matters.

C.2 To ensure timely deliveries, the clinic wants to hire delivery boys for the new venture. *Design a ‘newspaper advertisement’ using key features of job description and job specification.* (4 marks)

Job descriptions sometimes also contain information about:

- the conditions of employment – salary, hours of work, pension scheme and staff welfare
- training that will be offered
- opportunities for promotion.

Job specification

Once a job description has been drawn up, the qualifications and qualities necessary to undertake the job can be specified. This list of desirable and essential requirements for the job is called a job, or person, specification. The listed requirements will usually include:

- the level of educational qualifications
- the amount of experience and type of experience
- special skills, knowledge or particular aptitude
- personal characteristics, such as type of personality.

Newspaper advertisement highlighting

2 features of Job specification

2 features of Job Description

C.3 Mc Donalds’s HR head believes that effective communication with new employees is important. *Design an ‘orientation schedule’ with timings, that will be communicated to new workers.* (4 marks)

08 30	Introduction
08 45	Company history
09 00	Company structure
09 30	Administration details: <ul style="list-style-type: none"> ● Company regulations ● Health and safety in the workplace ● Uniform
10 30	Break
10 45	Workplace: <ul style="list-style-type: none"> ● Map of the premises – places of work ● Staffroom ● Staff canteen ● First aid point ● Fire exits ● Human Resources Manager's office
11 45	Conditions of employment: <ul style="list-style-type: none"> ● Rate of pay ● Hours worked ● Sickness and holiday pay ● Pensions ● Disciplinary procedures ● Breaks ● Staff purchase/discounts
12 45	Training opportunities
13 00	Lunch
13 30	Job training: <ul style="list-style-type: none"> ● Customer service ● Stacking shelves/presentation of shelves ● Pricing goods ● Using bar code reader ● Using tills ● How to deal with difficult customers ● Security
17 00	Close

C.4 As a health & safety manager at Mc Donalds, you must communicate the new 'health & medical' policies to your colleagues. *Write an 'email' to explain the new safety and health protocols (e.g. use of gloves, masks, sanitizers, distancing etc.) to be adopted during the pandemic.* (4 marks)

Email format: 2 marks for the format and 2 marks for email content and purpose fit language with paragraphs.

Address

Salutation

Subject Line

Message

Signature

Section 4- Criterion D: 15 marks

In this task, you will use the 'Statement of Inquiry, 'Business use Human Capital as a resource to drive the organisation' and the global context of 'Identities & Relationships' to answer the questions.

Use the source to answer this question:

Source: *Why Leaders Need to Embrace Employee Motivation*



How do we consistently get team members who say 'I love my job, I trust my leader and I'm ready to rock today!'?

According to Gallup, the purpose of performance management is to improve quality

of work, productivity and other business outcomes, but traditional approaches have consistently fallen short. Let's look at "<http://news.gallup.com/reports/208811/re-engineering-performance-management.aspx>" Gallup's findings:



- Only 2 in 10 employees strongly agree that their performance is managed in a way that motivates them to do outstanding work.
- 30% of employees strongly agree that their manager involves them in goal setting.
- Employees whose managers involve them in goal setting are 3.6x more likely than other employees to be engaged.
- 21% of employees strongly agree they have performance metrics that are within their control.
- 14% of employees strongly agree that the performance reviews they receive inspire them to improve.
- 26% of employees strongly agree that the feedback they receive helps them to do their work better.

The result? Gallup estimates the cost of poor management and lost productivity from employees in the U.S. who are not engaged or actively disengaged to be between \$960

billion and \$1.2 trillion per year. Wow! What steps do leaders need to take to motivate their employees?

What Employees Really Want

The workplace is evolving and shifting. As leaders, we need to realize that the wants and needs of our employees are changing.

D.1 : To what extent will a democratic leadership style affect the motivation of employees at Amazon. (5 marks)

Students will analyze characteristics of democratic leadership style

A democratic style of management will affect/increase motivation by

- *trust in employees and encourage them to make decisions; build up loyalty*
- *delegate to them the authority to do this (empowerment) and listen to their advice; increase productivity*
- *encourage leadership skills in subordinates.*
- *decisions are made based on the majority view of all workers. However, this is not feasible for most of decisions taken by a business- indeed one of the criticisms of this style is that it can take longer to reach a decision.*

Source: How Amazon uses money to motivate employees

<https://medium.com/@objoutlook/how-amazon-uses-money-to-motivate-employees-8e059f5a9698>

Sep 10, 2017 · 2 min read



Employee motivation is one of the critical factors for any company. Successful companies make it a priority to ensure that employees are motivated

and engaged in their work.

There are multiple factors impacting employee motivation. Interesting projects, work environment, learning opportunities, career growth opportunities, and of course

money — all of them play a huge role. In this post, I will only discuss the Money aspect and how it works at Amazon.

At Amazon, most new employees receive base salary and RSUs *Restricted stock units are issued to an employee through a vesting plan and distribution schedule after achieving required performance milestones or upon remaining with their employer for a particular length of time*). RSUs vest in the 5-15-20-20-20-20 ratio. 5% after first year, 15% after second year, and 20% every 6 months after that. The last 20% vest on completion of 4 years from initial joining date. This is very different from the 25-25-25-25 followed by most other companies, 25% after each year for first four years. New joiners at Amazon also get joining bonus paid over first two years that is roughly equal to the value of RSUs they receive in 3rd and 4th years. And, 3rd year onwards, employees get more RSUs every year which vest 2 years later. The base pay for anyone at Amazon maxes out at \$160K per annum approx. and rest of the pay is through RSUs. There are a few exceptions to this pay structure, but for most people the above holds true.

What does this have to do with employee motivation, because most companies pay in RSUs? Amazon RSUs are heavily loaded in future years. Amazon has understood that money itself is not a huge motivator especially once you have already earned it.

However, **‘hope for money’ is a huge motivator** and it keeps people going. It is like a huge carrot in front of you that keeps getting bigger as you walk towards it.

Does that mean Amazon employees earn more over time? May be not. Consider this. Over time, most people in the workforce gain more experience and get promoted so they should anyways earn more over time. At Amazon, employees get visibility of their future pay today and that becomes a motivating factor. Employees feel motivated to run towards that future and work hard for it. Yes, there are many other motivating factors like learning and growth opportunities, and I am **not** discounting those factors. However, I definitely think that the future loaded pay structure based on RSUs is one of the main factors.

Advantages: Employees stay motivated and focus on work instead of thinking about their pay every now and then. Company pays people in RSUs, instead of cash making it easier to manage free cash flows. It becomes difficult for competitors to attract the loyal employees of Amazon who would have large number of unvested stocks.

Disadvantages: If stock goes down, the pay drops significantly and company has to somehow make up for it. Generally, the company pays more RSUs again future loaded.

Overall, I strongly believe that the pay structure and stock based compensation works heavily in favor of Amazon.

D3: Using the global context of identities and relationship and applying a motivational theory, evaluate how Amazon could improve the performance of workers using the source above. (10)

Using Herzberg's or Maslow's theory, students will evaluate how performance of workers can be improved.

Use DEADER technique- Balanced argument and clear indication of evaluation.

Herzberg's Theory

Maslow's theory



Maslow's hierarchy of needs

- Businesses have begun to recognise that if employees are going to be motivated to work effectively then the higher levels in the hierarchy must be available to them – money alone will not be the single route to increased productivity as was thought by Taylor. Evidence for the hierarchy can be seen in people who are unemployed. They very often lose their self-respect and self-esteem and may not have the feeling of belonging to society, which often comes from working.
- Maslow also suggested that each level in the hierarchy must be achieved before an employee can be motivated by the next level. For example, once social needs are met, this will no longer motivate the employee, but the opportunity to gain the respect of fellow workers and to gain esteem could motivate the employee to work effectively. If this is true, then there are important messages for management in the way employees are managed.
- There are problems in that some levels do not appear to exist for certain individuals, while some rewards appear to fit into more than one level. For example, money allows basic needs to be purchased, but high pay can also be a status symbol or indicator of personal worth.
- Managers must identify the level of the hierarchy that a particular job provides and then look for ways of allowing the employees to benefit from the next level up the hierarchy. For example, workers in agriculture who work on a temporary basis, when required, will probably have physiological needs fulfilled, but security needs may be lacking. If they are offered full-time jobs, they might feel more committed to the business and work more effectively for it.