

My Question Paper

1.

WORKING FOR THE UK'S BIGGEST EMPLOYER

Not all Tesco employees work in a retail outlet and Vicky, who works in 'Corporate Purchasing' is one such person. Here is what she has to say about her job:

At Tesco we buy a lot more than the goods and services you see on sale in our retail outlets. If we need to buy goods and services which we don't re-sell to customers, such as gas, tills and lorries, Corporate Purchasing is where it happens. For a business our size - that's quite some shopping list.

Even this part of our business is focused purely on customers. That's because we use a system to track down every penny we've saved, allowing us to re-invest this money back into product quality and price cuts. Or to put it another way, our role is to help Tesco get cheaper.

I decided to join Tesco, instead of another big company, because I was very impressed with what their national graduate scheme offered. I knew they were a large company, with international operations, which meant I would be able to access many opportunities and hopefully thrive in my career. What struck me as soon as I joined was how customer-focused everyone around me was. Also, everyone was incredibly helpful and welcoming. The department was quite relaxed and you didn't necessarily have to wear a suit. I find this all very reassuring.

My role varies a lot, depending on the time of year. As the organisation is constantly changing so are my duties – and it's this variety within the job that I really enjoy. Relationships with suppliers and managing performance are key aspects of my role, but there are many other factors and issues I have to prioritise and resolve during my working day. Here, I draw on negotiation skills, communication, data analysis and teamwork.

My days are busy because, in just 3 years, I've demonstrated the ability to manage a lot of responsibility. Once you show Tesco you can do it, they'll give you the opportunity.

Adapted from: tesco-careers.com

Not only does Vicky have a satisfying job but the financial rewards that she and her fellow workers receive are impressive.

A selection of the financial rewards offered by Tesco to their employees includes:

- Competitive salaries.
- Free share offer after one year's service.
- A pension scheme with equal contributions from the company.
- Staff discount card.
- Christmas gift vouchers.
- Private health care for management above a certain level.
- Gym membership.
- Holiday discounts.
- Contract-free phones.

(b) With reference to the passage and motivational theorists, discuss the view that, in a business such as Tesco, money will always be the prime motivator for employees. [12]

Marking Scheme

1.

<p>3. (b)</p>	<p>With reference to the passage and motivational theorists, discuss the view that, in a business such as Tesco, money will always be the prime motivator for employees.</p> <p>Level 1 Candidate demonstrates an understanding of the difference between financial and non-financial methods of motivation.</p> <p>There is limited use of specialist terminology/vocabulary and frequent errors in spelling, punctuation and grammar.</p> <p>Level 2 Candidate analyses methods of financial and nonfinancial methods of motivation referred to in the text and may attempt some basic evaluation with reference to motivation theorists.</p> <p>Information is well organized and ideas are expressed in a logical manner. There is good use of specialist terminology/vocabulary with some errors in spelling, punctuation and grammar, but these are not intrusive.</p> <p>Level 3 Candidate fully evaluates the view that money will always be the prime motivator in a business such as Tesco, effectively utilising motivation theory.</p> <p>Information is very well organised and the form and style of communication is highly appropriate. There is very good use of specialist terminology/vocabulary with few, if any, errors in spelling, punctuation and grammar.</p> <p>Possible responses may include:</p> <ul style="list-style-type: none"> • Tesco uses a wide range of financial incentives – if they did not work why would they continue to use them? • Theorists who view financial incentives as important – Taylor’s scientific approach. • Herzberg’s hygiene factors and the lower levels of Maslow’s hierarchy. • Non financial factors highlighted by Vicky – opportunity to progress, interesting and challenging work, a sense of purpose, a team work ethos, relaxing work environment, helpful, welcoming colleagues, variety of work, increased responsibility. • Links to Mayo, Maslow and Herzberg theories to support the factors that motivate Vicky. <p><i>Candidates need to show an appreciation that not all employees are motivated by the same things. As to whether financial incentives are more important than non financial incentives is largely down to the individual concerned. The theorists do tend to suggest that motivation using financial incentives may be short term and that non financial motivation is longer lasting.</i></p>	<p>12</p> <p>1-4</p> <p>5-8</p> <p>9-12</p>	<p>AO1 3 AO2 2 AO3 1 AO4 6</p>
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Examiner's Comments

1.

Q.3(b)

Top responses demonstrated an ability to apply sound knowledge of motivational theorists to the scenario and construct a well balance argument, often reaching a logical conclusion. Those candidates who were able to communicate clearly produced some very impressive scripts, applying in particular, the arguments of Herzberg and Maslow very effectively indeed. Sound application of relevant points from the data was pleasing to see and a good number of candidates deservedly achieved full marks. It was good to see an appreciation by some candidates that not all people are motivated by the same things and this point was included in a number of the more sophisticated conclusions. Those candidates who failed to reach Level 3 tended to be less able to organise their responses as effectively and many did not undertake any application to support the points they were making. There was also a good deal of confusion as to what are financial and non-financial incentives, as well as confusion as to what each particular theorist actually said. There were some very brief, bullet- pointed responses from candidates who had not effectively managed their time. Whilst the standard of written communication was an issue in far too many scripts, it was here that it was of greatest concern. Some responses were virtually impossible to read and this is a matter that centres need to address as a matter of urgency. Spelling of key terms left a lot to be desired and candidates would undoubtedly benefit from the use of paragraphs in order to help plan their answers.

*This comment originally referred to question **3b** on paper **1082/01 (04/06/2013)***