

2.4A: Motivation and demotivation: Activity



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2.4 MOTIVATION AND DEMOTIVATION: ACTIVITY A

Read the case study below and answer the questions that follow.

APPLYING THE MOTIVATIONAL THEORIES



Ashleigh Yi joined Index Technologies after working for IS Computers (ISC) after several years. At ISC, Ashleigh had been paid a high salary, but she did not find the work rewarding. She was given specific programming tasks to perform but was not involved in designing complete software solutions to clients' problems. She worked to tight deadlines. Ashleigh was not assigned to teams and worked alone on most tasks. She felt that Index offered better career

prospects as well as the opportunity to take on more responsibility. Ashleigh joined Index as a senior programmer on a high salary – but this was less important to her than the chance to work as a team member.

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She was appointed to Victoria Smaill's five-member team of programmers. Ashleigh had met her already and her team colleagues seemed friendly and were appreciative of Victoria's leadership. She recognised talent and achievement and wanted colleagues to reach their full potential. Victoria allowed team members to take control of complete software solutions – not just a small section of them.

QUESTIONS: 22 MARKS, 35 MINUTES

1. Explain which level of Maslow's hierarchy Ashleigh seemed to be on:
 - a. At ISC
 - b. At Index Computers. **[6 marks]**
2. Explain why team working might be important to Ashleigh's motivation. **[6 marks]**
3. Evaluate, using this case study as a starting point, how Herzberg's research on 'hygiene and motivating factors' can be effectively applied within a work environment. **[10 marks]**