



THE TIMES 100

BUSINESS CASE STUDIES

Teacher guide

Mayo and motivation – Kellogg's

Where does the lesson fit?

This session would fit in a Human Resources or People Management module. It could be used following a general introduction to motivation when different theorists are being explored in more detail.



Suggested resources & activities related to motivation and Kellogg's

- Full Kellogg's case study
- Mayo and Motivation PowerPoint
- Maslow lesson resources and Herzberg lesson resources
- Kellogg's crossword
- Kellogg's word search

Suggested timings for the session

10 mins	Starter e.g. Kellogg's crossword
5 mins	Use the Mayo and Motivation PowerPoint to discuss the topic
5 mins	Read the case study
10 mins	Questions
25 mins	Task – information leaflet
5 mins	What have you learned?

Answers to questions

1. What is motivation?
2. Motivation involves attracting a person to do something because he or she wants to do it. Motivation can cause people to achieve things they wouldn't normally achieve.
3. Describe Mayo's theory on motivation.
Mayo suggested that taking an interest in workers, communication and teamwork served to motivate workers, more so than money does.



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4. Explain how Kellogg's motivates its workers in line with Mayo's Human Relations Movement.

Kellogg's motivates its workers in a number of ways e.g.

- Two-way dialogue with employees through a communication programme
- Listening to employees is particularly important
- Working in teams
- Open-plan lobby with coffee bar
- Suggestion box scheme.

5. Analyse the importance of having a motivated workforce

A motivated workforce is likely to:

- Be more productive
- Be happier and more satisfied
- Produce work of a higher quality
- Be absent less often
- Have a lower labour turnover
- Contribute to the development of the business.

What have you learned?

Expected learning is likely to include:

- Definition of motivation
- Mayo's Human Relations Movement – teamwork, management interest and communication
- Examples of how workers can be motivated according to Mayo
- The importance of having a motivated workforce – loyal, more productive, more enthusiastic, lower absenteeism and labour turnover, contribute to development of the business.