

SPECIMEN MATERIAL – MANAGING AND LEADING PEOPLE





Section A


Answer **all** questions in this section


Total for this section: 40 marks

In the multiple choice questions, only **one** answer per question is allowed.

For each answer completely fill in the circle alongside the appropriate answer.

CORRECT METHOD  WRONG METHODS    

If you want to change your answer you must cross out your original answer as shown. 

If you wish to return to an answer previously crossed out, ring the answer you now wish to select as shown. 

0 1

Which of the following is the **best** example of the organising role of managers?

- A Producing a report on employee turnover
- B Setting up a team
- C Investigating how many employees are required to complete a task
- D Reviewing sales data

[1 mark]

0 2

Which of the following is the **most** appropriate example of an activity carried out by a leader rather than a manager?

- A Disciplining a member of staff for persistent lateness
- B Investigating the least risky way of launching a new product
- C Writing a report on how to reduce production costs
- D Inspiring employees to reach a sales target

[1 mark]

SPECIMEN MATERIAL – MANAGING AND LEADING PEOPLE

0 3

The sales of a UK business have fallen by 35% due to a recession in the UK economy. This is an example of:

- A Internal and incremental change
- B External and incremental change
- C External and disruptive change
- D Internal and disruptive change

[1 mark]

0 4

The manager of a clothes shop, employing 4 sales employees, is changing the system of employee bonuses.

- Existing system: individual employees, achieving monthly sales above £3 000, receive a £300 bonus
- New system: all employees will each receive a £100 bonus if the shop's total monthly sales are greater than £10 000

Which of the following sales employees' statements would be an example of a **self-interest** factor resisting change?

- A 'I don't trust my manager and I think she's just doing this because the clothes shop down the road is doing it'
- B 'What's the point of changing the system? I hate it when she comes up with new ideas'
- C 'We don't need to change the bonus system, we need to change the manager!'
- D 'I already make over £3 000 sales every month – why would I want this new system?'

[1 mark]

SPECIMEN MATERIAL – MANAGING AND LEADING PEOPLE

0 7

Explain **one** way in which the different personality types of team members could cause **poor** team performance.

[3 marks]

SPECIMEN MATERIAL – MANAGING AND LEADING PEOPLE

Section B

Answer the question in this section

Total for this section: 20 marks

Read **Item A** and then answer question 11.

Item A

Implementing organisational change

Bartor Community Arts (BCA) is a not-for-profit organisation with an annual turnover of £250 000. It runs classes and events to promote interest in the arts, including painting and music. BCA has eight full-time employees but relies heavily on volunteers to run its activities.

BCA faces cuts in annual government grants of £40 000. The Chief Executive, Alison Wood, suggested making one full-time employee redundant and reducing expenses paid to volunteers. She said that this would reduce costs by £40 000 and BCA would not need to increase its income. However, Bill Jones (BCA's Chairman) convinced BCA to run corporate events, such as business conferences, and seek corporate sponsorship. BCA has recently accepted corporate sponsorship from a nationwide supermarket. This will provide BCA with:

- £50 000 to renovate three of BCA's 10 rooms, allowing BCA to offer a wider range of corporate and not-for-profit events in a modern and comfortable environment
- £15 000, every year, to help BCA run more not-for-profit events. This contribution would be reviewed in 2019.

In return, the suite of renovated rooms will be named after the supermarket and its logo will be present in BCA's external communications eg in newspaper adverts.

Alison does not have experience of managing commercial events. Consequently, Bill appointed Tina McKeefe as BCA's new commercial events manager. In addition to developing commercial events, Tina will oversee the renovation of the rooms and find other businesses willing to sponsor BCA. Bill believes that Tina has the qualities of an effective leader: she is decisive, charismatic and enthusiastic. He instructed Tina and Alison to jointly manage BCA's employees and volunteers.

Tina held a meeting with Alison, other BCA employees and volunteers to discuss the renovation of the rooms and the opportunities offered by corporate sponsorship. Tina has extensive experience in the corporate world and felt confident in her ability to run the meeting. She outlined her plans and gave examples of how other businesses might sponsor BCA. Tina was excited about gaining sponsorship from a well-known bank and was sure that BCA's employees and volunteers would be motivated by this news.

To Tina's surprise, virtually everybody in the meeting objected to her plans. The meeting rapidly descended into an argument about whether BCA needed corporate sponsorship, let alone receiving money from, as Alison put it, 'cheating bankers'. It was obvious that the employees and volunteers looked to Alison for answers.

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**DO NOT WRITE ON THIS PAGE
ANSWER IN THE SPACES PROVIDED**