



Rewarding Learning

ADVANCED

General Certificate of Education

2019

Professional Business Services

Assessment Unit A2 2

assessing

Leadership and Management

[APB21]

FRIDAY 31 MAY, MORNING

TIME

2 hours.

INSTRUCTIONS TO CANDIDATES

Write your Centre Number and Candidate Number on the Answer Booklet provided.

Write your answers in the Answer Booklet provided.

Answer **all six** questions.

INFORMATION FOR CANDIDATES

The total mark for this paper is 90.

Quality of written communication will be assessed in Questions **3, 4, 5** and **6**.

Figures in brackets printed down the right-hand side of pages indicate the marks awarded to each question or part question.

ADVICE TO CANDIDATES

You are advised to take account of the marks for each question in allocating the available examination time.

Answer **all six** questions

1 Professional Business Services firms provide advice to clients on leadership styles.

(a) Explain **two** advantages and **two** disadvantages of a manager using a democratic leadership style. [8]

(b) Describe the difference between transformational and transactional theories of leadership. [8]

2 As a result of increased levels of competition in the airline industry, two airlines have agreed to merge.

You have been employed as a professional business services consultant and plan to use Galbraith's Star Model to manage this change.

Explain the elements of the Galbraith Star Model. [10]

3 Tony Smith is the Human Resource Manager at Jumpin Doughnuts Ltd. A recent staff survey has indicated that employees are unhappy with the autocratic leadership style currently used within the business. Issues raised by employees include lack of consultation, unrealistic deadlines and poor motivation.

You are a professional business services consultant employed by Tony. Explain how you would use Adair's action-centred leadership model to address these issues. [9]

The quality of written communication is assessed in this question.

4 Bob Black has recently been appointed as the Chief Executive Officer (CEO) of a large manufacturing business.

You have been employed as a professional business services consultant to advise Bob of the key functions of management.

Explain how Bob could use Fayol's five functions of management in this new role. [15]

The quality of written communication is assessed in this question.

- 5 You are a professional business services consultant and have been employed by a national retailer to advise them on effective team development.

Evaluate the usefulness of the Belbin nine team roles model for developing effective teams.

[20]

The quality of written communication is assessed in this question.

- 6 A Professional Business Services firm has been appointed by a manufacturing business to design an employee performance review process which will be used as part of their performance management programme.

Discuss the advantages and disadvantages of performance review for the employer.

[20]

The quality of written communication is assessed in this question.

THIS IS THE END OF THE QUESTION PAPER

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