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Centre number

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# Level 3 Certificate/Extended Certificate in Applied Business MANAGING AND LEADING PEOPLE

Unit Number: ABS4

Wednesday 28 June 2017

Morning

Time allowed: 1 hour 30 minutes

## Materials

You will need no other materials.

## Instructions

- Use black ink or black ball-point pen.
- Fill in the boxes at the top of this page.
- Answer **all** questions.
- You must answer the questions in the spaces provided.
- Do not write outside the box around each page or on blank pages.
- Do all rough work in this book.
- Cross through any work you do not want to be marked.

## Information

- The marks for questions are shown in brackets.
- The maximum mark for this paper is 60.
- There are **two** sections to this paper.
- Both sections should be attempted.
- Candidates should spend approximately 60 minutes on **Section A** and 30 minutes on **Section B**.

## Advice

Please read each question carefully before starting.

For Examiner's Use	
Examiner's Initials	
Question	Mark
1	
2	
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TOTAL	



J U N 1 7 H 5 0 7 6 6 9 8 0 1

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### 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 writer on motivation based his theory on the operation of two factors: motivators and hygiene factors?

A Herzberg

B Maslow

C Locke

D Vroom

[1 mark]

1

0 2

Johnson and Scholes cultural web identifies six interrelated elements that make up the pattern of the work environment. Which of the following is one of these elements?

A Vertical communication

B Rituals and routines

C The business's vision

D Contracts of employment

[1 mark]

1



0 3

A company uses teams of employees with appropriate skills to carry out particular tasks. Which of the following terms best describes the company's organisational structure?

- A Hierarchical
- B Matrix
- C Centralised
- D Decentralised

[1 mark]

1

0 4

Read the two statements below and decide whether each is true or false.

**Statement 1:** Structural organisational change only occurs when an organisation removes layers of hierarchy.

**Statement 2:** Misunderstanding and lack of trust are likely to be factors resisting organisational change in a business with poor communication.

- A Both statements are true
- B Both statements are false
- C Statement 1 is true, statement 2 is false
- D Statement 1 is false, statement 2 is true

[1 mark]

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0 5

Explain **one** reason why planning might be an important role for a manager in a start-up business.

[3 marks]

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0 9

Boleyn Ltd is a manufacturing company. Four months ago Arshad Hussain, the company’s owner, took the decision to introduce a flatter organisational structure. His aim was to improve the organisation’s performance. All of the company’s middle managers were made redundant as well as two senior managers. Team leaders will play a more important role within the company.

Some of the employees at Boleyn Ltd have been discussing the changes to the company’s organisational structure.

Jenny, a senior manager	“My workload is increasing as my span of control is doubling to 12. I will pick up some of the middle managers’ work. I will have to think carefully about delegating more.”
Imran, a newly appointed team leader	“I was previously a supervisor, reporting to a middle manager. I have a lot more authority than before and work with senior managers. I have been told that the people in my team must offer more suggestions and carry out a wider range of duties.”
Peter, a team member	“I think I have some really good ideas but in the past they were ignored. This will change and a lot more will be expected of me and others in the team. I am looking forward to it.”

Analyse how Arshad Hussain’s decision to introduce a flat organisational structure might affect who makes decisions within Boleyn Ltd.

**[9 marks]**

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**Turn over for Section B**

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ANSWER IN THE SPACES PROVIDED**

**Turn over ►**



**Section B**

Answer the question in this section.

**Total for this section: 20 marks**

Read **Item A** and then answer question 

1	1
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**Item A****Rapid Ltd**

Simon English is the chief executive of Rapid Ltd. The company delivers parcels throughout Scotland for many of the UK's major retailers. The company has been successful. However, it makes a profit only because it keeps its costs as low as possible.

Simon is an autocratic leader. He likes taking decisions and the company is still quite small. Apart from a few people at Rapid Ltd's head office, most employees are relatively unskilled. The people who work for Rapid Ltd receive little training.

The employees are paid for each delivery made using their own vehicles. They are employed on zero-hours contracts with no guaranteed hours of work. Tara's views are typical of many of the company's employees. "This work fits with my lifestyle. I am a student and I want flexible hours. If I don't want to work, then it is not usually a problem. The job is simple and all most people want to do is earn as much as possible." A number of employees have worked for the company for several years as they want flexible hours. Others leave for higher paid work with guaranteed hours or because they want full-time work.

The business is expanding as it has won a new contract to deliver parcels for a major online retailer. The new contract has implications for Rapid Ltd.

- The number of deliveries will increase by 30%. However, this will vary greatly according to the time of the year. The online retailer's sales peak strongly at Christmas and during its summer sales.
- The price the retailer is paying for its deliveries is low, making it vital for Simon to minimise the company's costs.
- The online retailer wants parcels to be delivered as quickly as possible to help it compete with its rivals.

One of Rapid Ltd's managers suggested empowering the workforce to help to meet the demands of delivering the extra parcels. For example, employees could organise their own delivery routes and decide staffing for each day rather than relying on supervisors or managers to do this. Simon strongly disagreed with this suggestion.







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