

Please write clearly in block	capitals.		
Centre number		Candidate number	
Surname			
Forename(s)			
Candidate signature			

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			
Examine	Examiner's Initials		
Question	Mark		
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
TOTAL			



Section A

Answer all questions in this section.

Total for this section: 40 marks

In the multiple	e choice questions, only one answer per question is allowed.		
For each answer completely fill in the circle alongside the appropriate answer.			
CORRECT MET	THOD ■ WRONG METHODS Ø ● Ø		
If you want to	o change your answer you must cross out your original answer as show	n.	
If you wish to select as sho	o return to an answer previously crossed out, ring the answer you now vown.	vish to	
0 1	Which writer on motivation based his theory on the operation of two f motivators and hygiene factors?	actors:	
	A Herzberg		
	B Maslow		
	C Locke		
	D Vroom		
		[1 mark]	
0 2	Johnson and Scholes cultural web identifies six interrelated elements up the pattern of the work environment. Which of the following is one elements?		
	A Vertical communication	0	
	B Rituals and routines		
	C The business's vision		
	D Contracts of employment	0	
		[1 mark]	



0 3	A company uses teams of employees with appropriate skills to carry tasks. Which of the following terms best describes the company's orgentucture?		
	A Hierarchical		
	B Matrix	0	
	C Centralised		
	D Decentralised		_
		[1 mark]	1
0 4	Read the two statements below and decide whether each is true or fa	alse.	
	Statement 1: Structural organisational change only occurs when an organisation are likely to be factor organisational change in a business with poor communication.		
	A Both statements are true	0	
	B Both statements are false	0	
	C Statement 1 is true, statement 2 is false	0	
	D Statement 1 is false, statement 2 is true	0	1
		[1 mark]	
0 5	Explain one reason why planning might be an important role for a mastart-up business.	nager in a	
	otalt up business.	[3 marks]	
			3



0 6	Explain one reason why the use of Locke's theory of motivation might improve employee performance in a business with good communication. [3 marks]	
0 7	Explain one way in which organisational culture might affect the performance of a team of employees. [3 marks]	3
		3



0 8	Phil Morris was appointed as a team leader in his father's high-tech manufacturing business in 2015, having left university in 2013. Phil leads a team of 30 employees including many highly skilled workers. The company operates a task culture placing great emphasis on completing jobs successfully. Employees are valued for their expertise and successes.
	Phil's appointment and his use of power have led to criticisms.
	 Employees object to his public criticism of his team members for their

- Employees object to his public criticism of his team members for their perceived 'failures' and for a decision to demote a skilled and respected member of his team.
- He is reluctant to praise good work and does not appear to value his team or its achievements.
- There have been complaints about Phil's lack of expertise in the areas of technology and leadership.
- Phil's leadership is seen as different to that of the company's other team leaders.

Analyse the implications of Phil's use of power on his ability to lead his team effectively.		
·	[9 marks	





Fytre energy
Extra space



0 9	company's owner, took the His aim was to improve the middle managers were mad Team leaders will play a modern of the employees at I	ng company. Four months ago Arshad Hussain, the decision to introduce a flatter organisational structure. organisation's performance. All of the company's le redundant as well as two senior managers. ore important role within the company. Boleyn Ltd have been discussing the changes to the
	company's organisational st	tructure.
	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 Hussa might affect who makes dec	in's decision to introduce a flat organisational structure cisions within Boleyn Ltd. [9 marks]





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1 0	MNE Ltd is a software development company that provides products for the banking and insurance industries. The company competes in a market which is highly competitive. MNE has to invest continually in developing new products, many of which are not successful.
	Alison Evans managed a department within MNE, and liked to be in control. Her team developed some popular software, although there were costly failures. As a manager she was very successful in completing projects on time and in meeting company objectives set by senior managers.
	Alison has just been appointed the company's new leader. She has set out her views. "My new job will be very different. I want to give all staff a clear idea of how we will compete in a tough and changing market in the future. We have to take the opportunities available to us from, for example, the use of smartphones to manage finances. Technology is changing things quickly. I hope to inspire everyone at MNE to respond to these challenges."
	Analyse how Alison's promotion from a manager to the company's leader might change her role within the organisation.
	[9 marks]



	0
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Section B

Answer the question in this section.

Total for this section: 20 marks

Read **Item A** and then answer question 1 1

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.



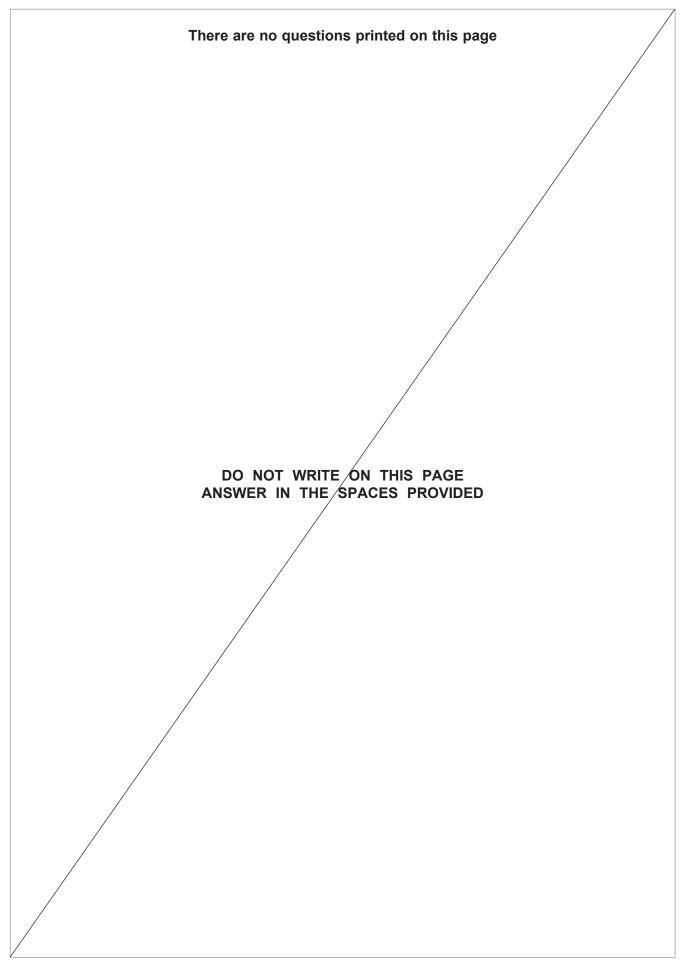
1 1	Considering the information in Item A , evaluate how Simon's autocratic leadership style and decision not to use empowerment can help him to expand his business successfully.		
	This business successfully.	[20 marks]	



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END OF QUESTIONS







There are no questions printed on this page

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