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Centre number	Candidate number
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Candidate signature	I declare this is my own work.

Level 3 Certificate/Extended Certificate APPLIED BUSINESS

Unit 4 Managing and Leading People

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.
- If you need extra space for your answer(s), use the lined pages at the end of this book. Write the question number against your answer(s).
- 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.
- There are **two** sections to this paper.
- Both sections should be attempted.
- The maximum mark for this paper is 60. There are 40 marks for **Section A** and 20 marks for **Section B**.

Advice

- Please read each question carefully before starting.
- You should spend approximately 60 minutes on Section A and 30 minutes on Section B.

For Examiner's Use		
Question	Mark	
01		
02		
03		
04		
05		
06		
07		
08		
09		
10		
11		
TOTAL		



		Section A	D
		Answer all questions in this section.	
		Total for this secti	on: 40 marks
Tick (✓)	the box next to the	correct answer for questions 01 to 04 .	
0 1	A 'flat' organisatio	onal structure is most likely to have which of the following?	? [1 mark]
	A Few layers of h	nierarchy and narrow spans of control	
	B Few layers of h	nierarchy and wide spans of control	
	C Many layers of	hierarchy and narrow spans of control	
	D Many layers of	hierarchy and wide spans of control	
0 2	Which of the follow	wing changes would be likely to improve levels of employee	motivation?
	2 Empowering the	he organisational structure e workforce g more control of decision-making	[1 mark]
	A 1 and 2		
	B 2 and 3		
	C 1 and 3		
	D 2 only		



0 3	Read the two statements below and decide when	hether each is true or false.	outsi b
	Statement 1: Changing a tall organisational improve communication. Statement 2: Junior employees make most o organisational structure.		
	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
0 4	Read the two statements below and decide will Statement 1: A significant factor causing resi employees' self-interest. Statement 2: Both financial and operational fi implement organisational change.	stance to organisational change is	
	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

Turn over ▶



to pose a threat to this business. [3 marks]
Framley plc has just bought one of its competitors. Explain one benefit to Framley plc's managers from the use of Johnson and Scholes cultural web , having just bought a
competitor.
Induced 01
[3 marks]



			.
0 7	A team of employees experiences regular changes in its members. regular changes might result in poor team performance .		Do not wri outside th box
		[3 marks]	
			3

Turn over for the next question

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Α.
•

Ferdi Lopez was a successful manager for 20 years for a manufacturer and it was a role he enjoyed. Employees who worked in Ferdi's department were able to describe him accurately, saying that he was:

- "always well prepared, good at watching over production and spotting problems"
- "good at keeping everything running smoothly and responded well to instructions from senior managers"
- "not always good at communicating or encouraging people or describing an exciting future for the business"
- "very cautious (he definitely didn't take any chances!) and slow to react to changing circumstances ... was unwilling to change his ideas"
- "good at the day-to-day stuff, but not creative or imaginative."

Ferdi started his own business when he left the manufacturer. This business failed after 2 years' trading, mainly because Ferdi hadn't succeeded in the role of leader.

ınsuccessful as a leader .	
	[9 marks



Turn over ▶

9



0	9

Allington Ltd is a small company that designs and manufactures fashion clothing. It was founded by Lily Dale, who manages and owns the business. Allington Ltd's workforce has two elements:

- designers, who develop new lines of clothing and new ways to use fabrics
- production-line employees in the company's factory, who manufacture the clothing.

Lily is very creative. Her designers work individually, following her instructions, with little chance to develop their own ideas. Designers are well paid, but all are on temporary contracts. Production-line employees in the factory work in teams. Most employees have been employed by the company for many years. Every team is set goals and most (but not all) achieve these goals. Team members receive bonuses as a reward for achieving goals.

A recent survey found that levels of motivation were very high amongst Allington Ltd's production-line workers. However, motivation was very low for its designers.

Use the information and relevant theories of motivation to analyse the reaso motivational levels of the two groups of employees differ.		
5 1 1 7	[9 marks]	



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	U

Melmotte Ltd is a company which packs vegetables. Josh Crawley manages one of its factories. He wants to be successful in his first management role.

Most jobs in Josh's factory are repetitive, such as washing vegetables or using packaging machinery. The factory workers are unskilled. They are all employed on zero-hours contracts, meaning they have no guaranteed weekly hours. Many only work for the company for a few months.

Josh reorganised his workforce by removing all supervisors and creating empowered teams. Training has been promised for October 2022. This new structure was introduced at the start of October 2021 and Josh let teams make their own decisions.

At the start of January Josh reviewed his factory performance data (shown below) and was surprised by the results.

Measure	Average monthly figure for 2021	March 2022	April 2022	May 2022
Boxes packed per employee per day	44	32	30	29
Percentage of the workforce leaving the company	3.1	5.2	7.7	8.4

Use the information to analyse **two** reasons why Josh's decision to introduce **empowerment** caused these effects in employee performance.

[9 marks]



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Section B

Answer the question in this section.

Total for this section: 20 marks

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

Item A

Thornes Restaurants Ltd (TRL) provides high-quality food in 24 restaurants. Each restaurant's workforce has the freedom to design interiors, set menus and organise special events, such as 'Russian food evenings'. TRL's employees are highly trained, experienced and hard-working.

Ayala Uffley led a group of investors that has just taken control of TRL. The group's objective was to increase profits. Ayala believed the company should change. "We need a new strategy as our sales and profits have slumped since 2019 and jobs are threatened. Last year our profit was under £5000."

Ayala's leadership style is very different from that of her predecessor. She likes to be in control and allows subordinates no freedom to make decisions. Ayala boasts she "makes and announces decisions".

Ayala enjoyed outlining her planned changes to the company's directors:

- Menus across all restaurants would be standardised and expanded. No events would take place.
- Technology would play a much bigger role in all restaurants. For example, customers could place orders online for home delivery or collection.

Employees' responses to Ayala's plans were mixed:

- "We'll be told what to do by Ayala and a computer though being told anything would be a change! I don't understand technology."
- "Her leadership style is completely different to what we are used to and I still want a say in decisions affecting my restaurant."
- "I'm not really sure what these changes involve and why they are needed. I need to know more."
- "I think I like the idea of Ayala's changes and want to know how I could support them.

 Communication wasn't great before and we didn't really know what was happening outside our restaurant."

Some directors thought the planned organisational changes were too drastic and that the necessary training would be unaffordable. However, Ayala was confident that she could implement this organisational change successfully. She planned to use ADKAR and argued that this "would help the employees as well as generating support for this change".



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1 1	Considering the information in Item A , evaluate the extent to which the use of ADKAR and Ayala's leadership style will enable her to implement the planned organisational change successfully.
	[20 marks]



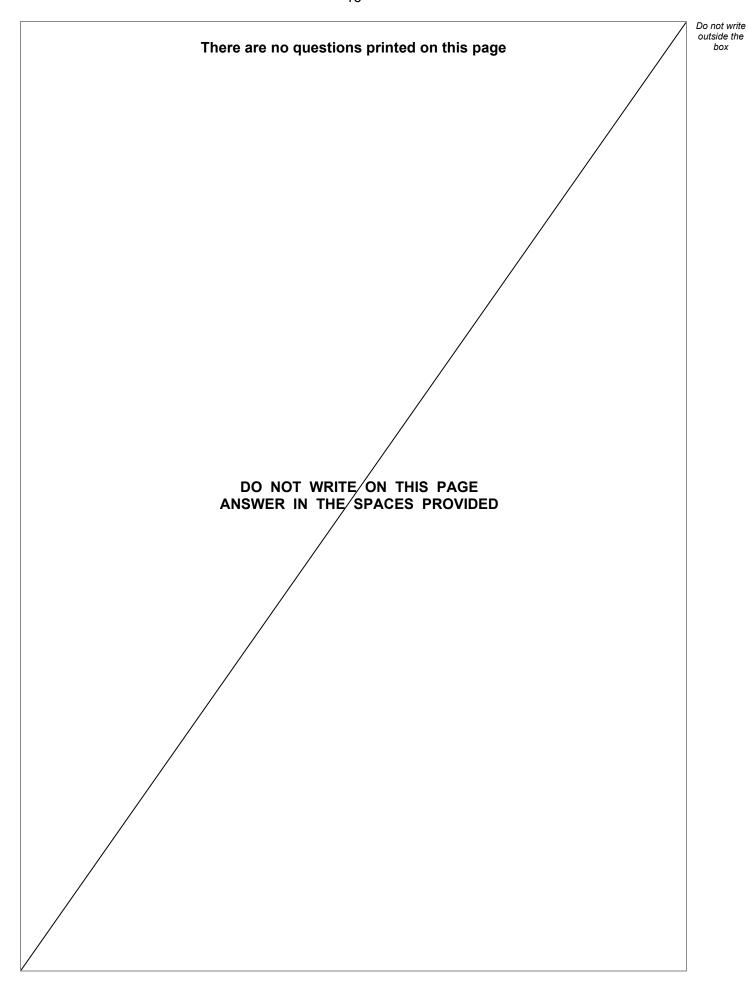


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