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Centre number

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Surname

Forename(s)

Candidate signature

I declare this is my own work.

Level 3 Certificate/Extended Certificate APPLIED BUSINESS

Unit 4 Managing and Leading People

Monday 16 January 2023

Afternoon

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 | |
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| 11 | |
| TOTAL | |



J A N 2 3 A B S 4 0 1

Section AAnswer **all** questions in this section.**Total for this section: 40 marks**Tick (✓) the box next to the correct answer for questions **01** to **04**.**0 1****ADKAR** is a change management model. Which of the following is **not** an element of **ADKAR**?**[1 mark]****A** Awareness**B** Desire**C** Knowledge**D** Responsibility

1**0 2**Which of the following are **roles of a leader**?

1 Building effective teams

2 Having a people focus

3 Risk minimising

[1 mark]**A** 1 and 2**B** 2 and 3**C** 1 and 3**D** 1, 2 and 3

1

0 3

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

Statement 1: Force field analysis is a framework used to aid decision-making.

Statement 2: Force field analysis compares the costs of change to the forces opposing change.

[1 mark]

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 whether each is true or false.

Statement 1: Internal change is a disruptive form of change.

Statement 2: Managers will find it more difficult to overcome resistance to **incremental change**.

[1 mark]

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 ►



0 5

Mantel Ltd has recently merged with a competitor. Explain **one** reason why the new merged company might benefit from using the **Johnson and Scholes cultural web**.

[3 marks]

3

0 6

A business with skilled employees has decided to allow its employees to make more decisions. Explain **one** reason why this decision might improve employees' levels of **motivation**.

[3 marks]

3



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0 7

Tomalin Ltd has a new owner, who has communicated her **business vision** to employees. Explain **one** reason why this might help Tomalin Ltd's teams of employees to perform well.

[3 marks]

3

Turn over for the next question

Turn over ►



0 8

Trisha Sakhlecha owns and manages TS Ltd, a manufacturing company. The company has a large factory operating a number of production lines making different electronic products. Its employees are highly skilled and had become used to taking many of their own day-to-day decisions. They were well motivated although they complained about unreliable and out-of-date production-line machinery.

Trisha wanted to improve the performance of the company's workforce and believed her senior managers did not have enough control over decision-making within the factory. At the start of January 2021, TS Ltd introduced a centralised organisational structure.

Two years after introducing the centralised organisational structure Trisha decided to review its impact. She discovered some important changes in employee performance as shown in the table.

| Measure of employee performance | 2020 | 2021 | 2022 |
|---|------|------|------|
| Units of production per employee per week | 505 | 413 | 399 |
| Percentage of the workforce leaving the company each year | 1.9 | 5.6 | 4.9 |

Use the information to analyse why moving to a **centralised organisational structure** may have led to these changes in organisational performance.

[9 marks]



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0 9

Berkmann Ltd operates 45 restaurants across London. The company offers a delivery service to customers living close to its restaurants. Berkmann Ltd keeps costs and prices as low as possible to maintain sales in a highly competitive market.

The company employs 405 people in its restaurants. All restaurant-based employees have permanent contracts. Most restaurant-based employees are paid an hourly rate of just above the current minimum wage. However, restaurant managers receive much higher rates of pay. Restaurant managers are skilled and well trained but have no freedom to make their own decisions. Decisions are imposed by senior managers. Berkmann Ltd also has around 90 employees who deliver meals to customers' homes. These employees are all employed on zero-hours contracts, and so do not have guaranteed hours of work each week.

The company's employees are dissatisfied and agree that they have motivational needs that are not met by working for the company. Markus Berkmann, the owner, has agreed to increase all employees' hourly pay rates by 15%.

Use the information to analyse why the increase in hourly pay may not meet the **motivational needs** of all of Berkmann Ltd's groups of employees.

[9 marks]

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Emily Zola has been a manager at RM Foods Ltd since it was founded in 2014. The company supplies meat products such as burgers, pies and sausages to restaurants and hotels.

Since it started trading, the company’s sales have risen steadily. However, the directors needed to be sure that the company’s products continued to meet customers’ needs and budgets. Therefore, Emily spent much of her time assessing the efficiency of the company’s factory and communicating her findings to directors and shareholders.

Last year several businesses developed alternatives to meat made from plant-based materials (for example, vegan burgers) in response to changing tastes and fashions amongst consumers. Market research indicates that demand for plant-based alternative meat products will grow by 300% in the UK by 2025 and possibly much more quickly after 2025. RM’s directors decided to introduce a range of plant-based alternative meat products. Emily was asked to set aside her other duties and to take responsibility for developing the range of plant-based alternative meat products. She has been given nine months to have the products available to customers.

Use the information to analyse why Emily’s **management roles** will change following RM Foods Ltd’s decision to introduce a range of plant-based alternative meat products.

[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

| | |
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.

Item A

Caesar Ltd manufactures components for the motor vehicle industry and has a highly skilled workforce. Hallie Rubenhold has just been appointed as its Chief Executive Officer (CEO). The company has struggled recently, having made an increasing loss in each of the last three financial years. The company is also very short of cash. Its orders for the next year are 12% lower than the current year.

Hallie wants to 'create a workforce for the future'. She believes in empowering employees, but the previous CEO had a very different view. Hallie wants to use the talents and skills of the workforce by creating teams that are more able to manage themselves. This organisational change will see fewer levels of hierarchy and the introduction of production teams that will take day-to-day decisions. The teams will set their own targets and monitor performance. Much more technology, including artificial intelligence, will be used on the production lines.

As part of her research, Hallie spent some time talking to employees at all levels within the business about her planned organisational change. Her notes on these meetings revealed some key points:

- Many employees welcomed the proposed changes. Comments included: "Long overdue and will be popular"; "Will discourage people from leaving"; "Will allow us to use our skills properly."
- Some employees at all levels in the company were nervous about the proposed changes, fearing they lacked all the skills necessary for empowered roles and using the new technology.
- Several senior employees doubted that the workforce was ready for this change. "The new technology will be very expensive."
- Training costs to implement Hallie's organisational changes were forecast to exceed £5 million.

In a presentation to the other directors, Hallie was confident that her organisational change would be implemented successfully. She argued that the workforce was enthusiastic and that she had the support of the company's bank.



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|---|---|
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Considering the information in **Item A**, evaluate whether **empowerment** or **financial constraints** will be more important in determining if Hallie’s organisational change will be implemented successfully.

[20 marks]

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2 3 1 A A B S 4

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