



Rewarding Learning

ADVANCED

General Certificate of Education

2023

Professional Business Services

Assessment Unit A2 2

assessing

Leadership and Management

[APB21]

THURSDAY 22 JUNE, AFTERNOON

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 their clients on many aspects of leadership and management, including the use of business models for managing teams.

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

(b) Explain **five** different roles in a team according to the Belbin nine team roles model. [10]

2 Monaghan Housing Ltd is a Dungannon based building company, which has been operating successfully throughout Northern Ireland since 1980. A new Human Resources Manager, Eileen McMenamin has been appointed and would like to introduce some changes to how staff at Monaghan Housing Ltd are led and managed.

Emotional intelligence was never a concern for the business when working with its staff. As a professional business services consultant, you have been asked to provide advice to the Human Resources Manager.

Explain Goleman's concept of emotional intelligence to the Human Resources Manager at Monaghan Housing Ltd. [8]

3 Conor has taken over from his father as the new Managing Director of Monaghan Housing Ltd and plans to expand the business. His aim is to manage the construction business in a different way from that of his father.

As their professional business services consultant, analyse how the Blake Mouton Managerial Grid could be used to assess leadership styles in Monaghan Housing Ltd. [12]

The quality of written communication is assessed in this question.

4 Monaghan Housing Ltd has had a change of leader, from Conor's father to him. As the new leader, Conor is aware of the importance of leadership in managing this change effectively. Conor has asked you, a professional business services consultant, for your advice on his role regarding this change in leadership.

Analyse the importance of Conor's leadership in managing this change effectively for Monaghan Housing Ltd.

[16]

The quality of written communication is assessed in this question.

- 5 As Conor progresses in his new role, he plans to make an additional change to address poor performance within the business. This is a result of a number of employees not completing their work to the required standard. It has been suggested to Conor that he would benefit from using Kotter's 8-step Process Model to carry out the management of this change.

As the professional business services consultant to Monaghan Housing Ltd, analyse the use of Kotter's 8-step Process to lead the change to address poor performance.

[16]

The quality of written communication is assessed in this question.

- 6 The Human Resources Manager, Eileen McMEnamin, would like to implement a new performance review process for all employees, as part of a new performance management initiative.

In your role as a professional business services consultant, evaluate performance review for the employees of Monaghan Housing Ltd.

[20]

The quality of written communication is assessed in this question.

THIS IS THE END OF THE QUESTION PAPER

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