



Rewarding Learning

ADVANCED
General Certificate of Education
2024

Centre Number

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Candidate Number

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Professional Business Services

Assessment Unit A2 2

assessing

Leadership and Management

MV18

[APB21]

THURSDAY 20 JUNE, AFTERNOON

Time

2 hours, plus your additional time allowance.

Instructions to Candidates

Write your Centre Number and Candidate Number in the spaces provided at the top of this page.

You must answer the questions in the spaces provided.

Do not write on blank pages.

Complete in black ink only. Answer **all six** questions.

Information for Candidates

The total mark for this paper is 90.

Figures in brackets printed at the end of each question indicate the marks awarded to each question or part question.

Quality of written communication will be assessed in

Questions **3, 4, 5 and 6**.

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 Janet Brunt is the Chief Executive Officer (CEO) of Kerrie's Fast Food Ltd which has 25 outlets in Northern Ireland. Janet is responsible for delivering the vision for the business over the next three years and leading the implementation of the strategic plan. The Human Resources Manager, James Williams, manages operational matters within the Human Resources Department including discipline, employee turnover, the staff survey, and leadership and management development. James is also responsible for achieving the aims and objectives of his department.

(a) Explain **one** similarity between leadership and management with reference to Kerrie’s Fast Food Ltd.
[3 marks]

(b) Explain **one** difference between leadership and management with reference to Kerrie’s Fast Food Ltd.
[3 marks]

- 3 James Williams has just received the results of a recent staff survey and a report on exit interviews conducted with staff who have left the company.

The key findings of the staff survey include:

- employees complained about their colleagues being regularly late for work
- employees in outlets were being bullied and harassed
- employees were not following health and safety procedures

The key points in the exit interviews include:

- employees left the business because they were being overworked
- there was a lack of feedback and recognition of the work the employees did
- employees received limited information on how to do their job

In your role as a professional business services consultant, analyse the issues raised in the staff survey and exit interviews using the following two principles of management. [12 marks]

Fayol's principles of management:

- Discipline
- Stability of personnel tenure

The quality of written communication is assessed in this question.

This is the end of the question paper

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Question Number	Marks
1	
2	
3	
4	
5	
6	
Total Marks	

Examiner Number

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