



Rewarding Learning

ADVANCED
General Certificate of Education
2024

Professional Business Services

Assessment Unit A2 2

assessing

Leadership and Management

[APB21]

THURSDAY 20 JUNE, AFTERNOON

**MARK
SCHEME**

General Marking Instructions

Introduction

The main purpose of the mark scheme is to ensure that examinations are marked accurately, consistently and fairly. The mark scheme provides examiners with an indication of the nature and range of candidates' responses likely to be worthy of credit. It also sets out the criteria which they should apply in allocating marks to candidates' responses.

Assessment objectives

Below are the assessment objectives for **GCE Professional Business Services**.

Candidates should be able to:

- AO1** Demonstrate knowledge and understanding of terms, concepts, theories, methods and models used by professional business services firms and their client businesses.
- AO2** Apply knowledge and understanding of concepts, theories, methods and models used by professional business services firms and their client businesses.
- AO3** Investigate, analyse and evaluate concepts, theories, methods and models as used by professional business services firms and their client businesses.

Quality of candidates' responses

In marking the examination papers, examiners should be looking for a quality of response reflecting the level of maturity which may reasonably be expected of a 17- or 18-year-old which is the age at which the majority of candidates sit their GCE examinations.

Flexibility in marking

Mark schemes are not intended to be totally prescriptive. No mark scheme can cover all the responses which candidates may produce. In the event of unanticipated answers, examiners are expected to use their professional judgement to assess the validity of answers. If an answer is particularly problematic, then examiners should seek the guidance of the Supervising Examiner.

Positive marking

Examiners are encouraged to be positive in their marking, giving appropriate credit for what candidates know, understand and can do rather than penalising candidates for errors or omissions. Examiners should make use of the whole of the available mark range for any particular question and be prepared to award full marks for a response which is as good as might reasonably be expected of a 17- or 18-year-old GCE candidate.

Awarding zero marks

Marks should only be awarded for valid responses and no marks should be awarded for an answer which is completely incorrect or inappropriate.

Marking calculations

In marking answers involving calculations, examiners should apply the 'own figure rule' so that candidates are not penalised more than once for a computational error. To avoid a candidate being penalised, marks can be awarded where correct conclusions or inferences are made from their incorrect calculations.

Types of mark schemes

Mark schemes for tasks or questions which require candidates to respond in extended written form are marked on the basis of levels of response which take account of the quality of written communication. Other questions which require only short answers are marked on a point for point basis with marks awarded for each valid piece of information provided.

Levels of response

In deciding which level of response to award, examiners should look for the 'best fit' bearing in mind that weakness in one area may be compensated for by strength in another. In deciding which mark within a particular level to award to any response, examiners are expected to use their professional judgement.

The following guidance is provided to assist examiners.

- **Threshold performance:** Response which just merits inclusion in the level and should be awarded a mark at or near the bottom of the range.
- **Intermediate performance:** Response which clearly merits inclusion in the level and should be awarded a mark at or near the middle of the range.
- **High performance:** Response which fully satisfies the level description and should be awarded a mark at or near the top of the range.

Quality of written communication

Quality of written communication is taken into account in assessing candidates' responses to all tasks and questions that require them to respond in extended written form. These tasks and questions are marked on the basis of levels of response. The description for each level of response includes reference to the quality of written communication.

For conciseness, quality of written communication is distinguished within either three or four levels of response.

Where there are three levels of response, quality of written communication is distinguished as follows:

Level 1: Quality of written communication is basic.

Level 2: Quality of written communication is good.

Level 3: Quality of written communication is excellent.

In interpreting these level descriptions, examiners should refer to the more detailed guidance provided below:

Level 1 (Basic): The candidate makes only a limited selection and use of an appropriate form and style of writing. The organisation of material may lack clarity and coherence. There is little use of specialist vocabulary. Presentation, spelling, punctuation and grammar may be such that intended meaning is not clear.

Level 2 (Good): The candidate makes a reasonable selection and use of an appropriate form and style of writing. Relevant material is organised with some clarity and coherence. There is some use of appropriate specialist vocabulary. Presentation, spelling, punctuation and grammar are sufficiently competent to make meaning clear.

Level 3 (Excellent): The candidate successfully selects and uses the most appropriate form and style of writing. Relevant material is organised with a high degree of clarity and coherence. There is widespread and accurate use of appropriate specialist vocabulary. Presentation, spelling, punctuation and grammar are of a sufficiently high standard to make meaning clear.

Where there are four levels of response, quality of written communication is distinguished as follows:

Level 1: Quality of written communication is basic.

Level 2: Quality of written communication is satisfactory.

Level 3: Quality of written communication is good.

Level 4: Quality of written communication is excellent.

In interpreting these level descriptions, examiners should refer to the more detailed guidance provided below.

Level 1 (Basic): The candidate makes only a basic selection and use of an appropriate form and style of writing. The organisation of material may lack clarity and coherence. There is little use of specialist vocabulary. Presentation, spelling, punctuation and grammar may be such that intended meaning is not clear.

Level 2 (Satisfactory): The candidate makes a satisfactory selection and use of an appropriate form and style of writing. Relevant material is organised with some degree of clarity and coherence. There is some use of appropriate specialist vocabulary. Presentation, spelling, punctuation and grammar are of a satisfactory standard to make meaning evident.

Level 3 (Good): The candidate makes a good selection and use of an appropriate form and style of writing. Relevant material is organised with good clarity and coherence. There is good use of appropriate specialist vocabulary. Presentation, spelling, punctuation and grammar are of a good standard to make meaning clear.

Level 4 (Excellent): The candidate successfully selects and used the most appropriate form and style of writing. Relevant material is organised with a high degree of clarity and coherence. There is widespread and accurate use of appropriate specialist vocabulary. Presentation, spelling, punctuation and grammar are of the highest standard to make meaning absolutely clear.

1 (a) AO1, AO2

AVAILABLE
MARKS

Responses may include:

- Authority - leadership and management operate in a position of authority, responsibility and accountability within an organisation's structure or organisational chart.

In Kerrie's Fast Food Ltd, Janet Brunt, CEO, would be at the head of the organisation's structure and James Williams would be positioned as the head of the Human Resource Department.

- Resourcing – leadership and management assess the needs and resource requirements for their area of responsibility.

In Kerrie's Fast Food Ltd, Janet Brunt would determine the resource requirements of the business including financial and human resources. James Williams would engage in a similar activity for his department.

- Communication – leadership and management communicate a view of what needs to happen within their area of responsibility.

In Kerrie's Fast Food Ltd, Janet Brunt would announce to the staff what the vision for the organisation is over the next three years. James Williams would advise staff in his department what the new human resource plan is.

- Aims and objectives - leadership and management set aims and objectives for their area of responsibility.

In Kerrie's Fast Food Ltd, Janet Brunt would set aims and objectives for the business which would help her managers to know what they need to do over the next three years. James Williams would advise staff in his department what the aims and objectives are for the Human Resource Department which would help his staff know what they need to do over the next three years.

- Monitoring and review - leadership and management monitor and review performance against aims and objectives.

In Kerrie's Fast Food Ltd, Janet Brunt would monitor and review organisational performance, on a monthly/quarterly basis, against objectives to determine if Kerrie's Fast Food Ltd is on course to achieve its aims and objectives. James Williams would monitor and review the Human Resource Department's performance, on a monthly/quarterly basis, against aims and objectives to determine if Kerrie's Fast Food Ltd is on course to achieve its aims and objectives.

All valid responses will be given credit

[1] state a similarity between leadership and management

[2] state and explain a similarity between leadership and management

[3] state, explain and apply a similarity between leadership and management to Kerrie's Fast Food Ltd.

(1 × [3])

[3]

(b) AO1, AO2

**AVAILABLE
MARKS**

Responses may include:

- Breadth of communication – leadership communicate regularly to all employees in the organisation, whereas management usually restrict the scope of communication to employees within their function.

In Kerrie's Fast Food Ltd, Janet Brunt would communicate regularly to all employees in the organisation to keep them informed of what is happening within and outside Kerrie's Fast Food Ltd, whereas James Williams would restrict the scope of his communication to staff within his department.

- Scope of aims and objectives – leadership set aims and objectives that affect the entire organisation, whereas management set aims and objectives that are usually specific to their function.

In Kerrie's Fast Food Ltd, Janet Brunt would set aims and objectives that affect the entire organisation including setting the vision and strategic plan, whereas James Williams would set aims and objectives that were specific to his function including targets for employee turnover.

- Scale of resourcing – leadership employs resources throughout the organisation to successfully complete organisation-wide activities, whereas management use fewer resources to successfully complete departmental activities.

In Kerrie's Fast Food Ltd, Janet Brunt would deploy resources throughout the organisation to successfully complete organisation-wide activities whereas James Williams would use fewer resources to successfully complete departmental activities.

- Level of stakeholder engagement – leadership can interact with various internal and external stakeholders at a variety of levels including political leaders, CEOs of other organisations, shareholders and community leaders, whereas management's interaction with internal stakeholders is usually limited to their department, other internal departments and some external stakeholders, but at levels below that of leadership.

In Kerrie's Fast Food Ltd, Janet Brunt would engage with a wide range of internal and external stakeholders, including CEOs of other organisations, whereas James Williams' level of stakeholder engagement would be more restricted to his department and fewer external stakeholders.

All valid responses will be given credit

[1] state a difference between leadership and management

[2] state and explain a difference between leadership and management

[3] state, explain and apply a difference between leadership and management to Kerrie's Fast Food Ltd.

(1 × [3])

[3]

6

Responses may include:

- Step 1 – Create a sense of urgency
Janet Brunt could communicate the necessity for change and highlight that action is required straightaway (urgency). For example, she could inform staff that the newly acquired outlets need to be fully integrated if they are to benefit from competitive advantage created by economies of scale within Kerrie's Fast Food Ltd.
- Step 2 – Build a guiding coalition
Janet Brunt could build a guiding coalition (team) that will help to develop and coordinate the change initiative. For example, she could choose people from the newly acquired business to work along with employees from Kerrie's Fast Food Ltd. This newly formed coalition will support her change programme.
- Step 3 – Form a strategic vision and initiatives
Janet Brunt could develop a vision that shows how the business will be different in the future and how this will be achieved. For example, she may paint a picture as to the markets that will be served by Kerrie's Fast Food Ltd over the next three to five years and how this market will grow.
- Step 4 – Enlist a volunteer army
Janet Brunt could persuade a large number of staff to buy into and support change. For example, she may offer incentives to staff who commit their energies to supporting the change in Kerrie's Fast Food Ltd.
- Step 5 – Enable action by removing barriers
Janet Brunt could remove barriers such as ineffective systems, rules and regulations and layers within the organisational structure to enable change. For example, she may change the rewards and remuneration policies to create new incentives for employees in the new organisation.
- Step 6 – Generate short-term wins
Janet Brunt could create short-term wins which highlight the value of change and help to keep people motivated regarding the delivery of change. For example, she may showcase the contribution of all outlets in terms of sales and employee performance.
- Step 7 – Sustain acceleration
Janet Brunt could increase the rate of change until the vision is achieved. For example, she may accelerate the refurbishments taking place in the acquired outlets to ensure that all of Kerrie's Fast Food Ltd outlets are of the same standard and layout.
- Step 8 – Institute change
Janet Brunt could communicate and underpin the relationship between new work behaviours and the achieved changes via the monitoring and auditing of current work practices and processes. For example, she may implement a management information system which enables weekly monitoring to occur, so that performance can be measured.

All valid responses will be given credit

[1] identification of a step

[2] identification and explanation of a step

(8 × [2])

[16]

16

3 AO1, AO2, AO3

AVAILABLE
MARKS

Responses may include:

- Discipline – discipline preserves order within the organisation. The organisation marks out the behaviours and performance expected from employees through control mechanisms including: contracts, agreements, and policies. Systems and processes are put in place to monitor and counter unacceptable behaviours.

Aside from the mechanisms and systems in place to maintain control within an organisation, a culture may also be developed that underpins the expected values, attitudes, behaviours, and beliefs communicated by the organisation.

The managers at Kerrie's Fast Food Ltd could identify who is arriving at work late and investigate why they are arriving late. A system could be introduced to monitor timekeeping by employees. Employees could be advised that being late is not acceptable and could result in them being disciplined.

The managers at Kerrie's Fast Food Ltd could identify and investigate who is bullying and harassing employees. Employees could be advised that the company has a Dignity at Work Policy which outlines that bullying and harassment is not acceptable and could result in disciplinary action.

Staff could be advised that it is a requirement for everyone to follow the Health and Safety Policy to ensure that all stakeholders are kept safe. Training on health and safety practices could also be given to staff. This would also include update training on a regular basis.

- Stability of personnel tenure – it costs time and money to recruit and train employees. If employees leave the business, then this is not only disruptive to workflow but recruitment and selection must begin again to replace the employees who no longer work for the business.

Excessive workloads for employees can be a health and safety and well-being issue. The managers at Kerrie's Fast Food Ltd could review work processes to assess if employees are being overworked. Work processes and jobs could be redesigned to help reduce the strain on employees.

Lack of feedback and recognition given to employees can be due to management styles, organisational culture and work pressure. The managers at Kerrie's Fast Food Ltd could be given training on the importance of feedback and recognition. The business could also highlight it in the company's value statement. Consideration could be given to the pressure that managers are under and they could be given more support so that they have time to give staff feedback and recognise performance.

The managers at Kerrie's Fast Food Ltd could address the issue of limited job information by giving employees job-related training. This would enable the staff to complete the job to the best of their ability and to meet the conditions of their contract and hopefully would lead to a reduction of staff turnover.

All valid responses will be given credit

[0] is awarded for a response not worthy of credit

Level 1 ([1]–[4]) Basic

- Basic knowledge and understanding of Fayol’s Principles of Management
- Basic or no relevant application of Fayol’s Principles of Management to Kerrie's Fast Food Ltd
- Basic analysis of Fayol’s Principles of Management
- The quality of the candidate's written communication is basic.

Level 2 ([5]–[8]) Good

- Good knowledge and understanding of Fayol’s Principles of Management
- Good application of Fayol’s Principles of Management to Kerrie's Fast Food Ltd
- Good analysis of Fayol’s Principles of Management
- The quality of the candidate's written communication is good.

Level 3 ([9]–[12]) Excellent

- Excellent knowledge and understanding of Fayol’s Principles of Management
- Excellent application of Fayol’s Principles of Management to Kerrie's Fast Food Ltd
- Excellent analysis of Fayol’s Principles of Management
- The quality of the candidate's written communication is excellent. [12]

**AVAILABLE
MARKS**

12

Responses may include:

- Fear – an employee's fear of the unknown or the thought of experiencing some type of loss at Kerrie's Fast Food Ltd can cause an employee to resist change. There may have been little or no consultation with the employees in the early stages of the change process (review) which may make the employee feel isolated and suspicious that something negative is going to happen. This fear may grow within the employee after the change review process is completed and no information is provided as to why the change is needed and what exactly the change entails. Furthermore, the employee does not know the extent that this organisational change will have. As the level of stress and feeling of isolation builds within the employee, the employee may feel that their only option for self-preservation is to resist the change. As time passes, the employee's level of fear may be amplified if there are negligible communications received from management.

The employee may fear the change programme because they think that they do not have the skills or capability to cope with the change initiative.

- Insufficient information – employees at Kerrie's Fast Food Ltd may resist change as they may perceive that they are provided with insufficient information by management. The employees' perception may lead them to the conclusion that they are being deprived of information because the planned change will have a detrimental impact on their position, status and well-being within the business. The employee may also think that if they were in full possession of the facts pertaining to the change programme then management may fear that the employee(s) may engage in activities that would resist the planned change. For example, if a planned restructuring was to take place and the employees knew that this may result in job losses then they may engage in industrial action. However, there are a number of reasons why the employees may have insufficient information including:
 - management may be engaged in sensitive negotiations with their competitor and any leaked information may damage trust in the negotiation process between the buyer and the seller;
 - management may be following communication protocols and have a list of persons or organisations who need to be notified in a particular order;
 - management may still be gathering information and are not in an informed position to circulate information to employees.
- Uncertainty – employees at Kerrie's Fast Food Ltd may face uncertainty about their future if the business completes the takeover. This could result in the business having to restructure and employees may worry about what their future circumstances may be. While the need for change may have been communicated to the employees, the lack of detail in terms of the number of jobs that may be lost, the types of jobs, and the locations (multi-site) is likely to create an atmosphere of uncertainty. Such uncertainty can create pressures on employees who may have financial commitments, for example, mortgages, loans and dependents.
- Peer pressure – which can bring about resistance to change. Various stakeholder groups (internal and external) of Kerrie's Fast Food Ltd can exert influence over their members which results in resistance to change. Each stakeholder group is trying to protect their particular vested interest and might view the business change as a threat. Within the business stakeholder groups can be trade unions, a group of employees within a department, and management. Trade unions may regard the proposed changes as affecting their members negatively.

All valid responses will be given credit

AVAILABLE
MARKS

[0] is awarded for a response not worthy of credit

Level 1 ([1]–[4]) Basic

- Basic knowledge and understanding of the reasons for resistance to change
- Application to Kerrie's Fast Food Ltd is basic
- Basic analysis of the reasons for resistance to change
- The quality of the candidate's written communication is basic.

Level 2 ([5]–[8]) Satisfactory

- Satisfactory knowledge and understanding of the reasons for resistance to change
- Application to Kerrie's Fast Food Ltd is satisfactory
- Satisfactory analysis of the reasons for resistance to change
- The quality of the candidate's written communication is satisfactory.

Level 3 ([9]–[12]) Good

- Good knowledge and understanding of the reasons for resistance to change
- Application to Kerrie's Fast Food Ltd is good
- Good analysis of the reasons for resistance to change
- The quality of the candidate's written communication is good.

Level 4 ([13]–[16]) Excellent

- Excellent knowledge and understanding of the reasons for resistance to change
- Application to Kerrie's Fast Food Ltd is excellent
- Excellent analysis of the reasons for resistance to change
- The quality of the candidate's written communication is excellent. [16]

16

Responses may include:

Benefits of team working may include:

- Increased productivity – this can be generated where the team members work within a production system and the workflow system can be designed to fully utilise the skills and capabilities of the team members. The combination of equipment, team members, and workflows ensure the optimum use of resources for Kerrie's Fast Food Ltd which results in optimisation of output due to higher team member productivity. This means that Kerrie's Fast Food Ltd is able to get more output from each employee at no extra cost. This can offer Kerrie's the option of having a higher margin, as costs have been reduced, or lowering prices to give customers better value.
- Enhanced emotional security – team working helps with the provision of emotional security where a team member may feel unsure about what to do or how to complete a task. The advice, assurance, empathy and support offered by other team members may help the team member to feel safe and secure in the completion of the task or how to deal with a difficult situation. This emotional security enables the employees of Kerrie's Fast Food Ltd to focus on their job. This ensures that employees' work is completed on time and business activities are not disrupted.
- More engaged with the big picture – the leader of a team can give members an overview of the big picture in terms of how the team's goals and tasks fit within the business plan and strategy. This highlights the value of teamwork to the business and increases the employees' motivation. Enhanced employee engagement is likely to result in better quality products and higher levels of output in Kerrie's Fast Food Ltd.
- Greater learning and development – team membership offers the opportunity for greater learning and development for the team leader and members. Team leaders and members may receive training on how to manage people and team members may be offered training on how to work with others. Skills may be acquired and developed in relation to leadership, communication, conflict resolution, problem-solving and decision making. Team leaders and members at Kerrie's Fast Food Ltd can then employ these new skills to work together more effectively and efficiently. This can help to reduce Kerrie's Fast Food Ltd's business costs and increase income streams.
- Enhanced coordination – organisational coordination may be enhanced as the team leader is able to plan and effectively allocate resources to ensure that work is completed on schedule. Team meetings enable the leader to map out what needs to be done, by whom and when. All team members are able to see how they fit into this plan and how their work is linked to other team members. Through team meetings, the leader is able to monitor the progress of individuals and the work that is being completed by the team. If the team schedule is off-course then the leader can take appropriate action to ensure that work at Kerrie's Fast Food Ltd is completed on time, within budget and to the required standard.

- Better problem solving – the team leader is able to organise team meetings to address work problems and seek advice and solutions from team members. The generation of solutions offer the leader choices and the most appropriate action can be taken to resolve the problem. This ensures that Kerrie's Fast Food Ltd is harnessing the skills, knowledge and capabilities of employees which may result in the business gaining competitive advantage.

Problems of team working may include:

- Increased fragmentation – a problem may occur within a team causing it to fragment into subgroups. This fragmentation may cause competition for resources and information. This may result in the team underperforming as resources are not utilised effectively or efficiently and the performance of Kerrie's Fast Food Ltd may be negatively affected.
- Dominant team member – a dominant team member may influence others and prevent them from expressing their own thoughts and views. This can adversely affect the quality of decision-making; impair the functioning of the team; and affect the performance of Kerrie's Fast Food Ltd.
- Unequal workloads – there may be unequal distribution of workloads if some team members are given more work to do than others. This can overburden team members and result in anger, frustration, stress and demotivation. The quality of their work may also fall and they could: become ill; be absent from work; or leave their job. All of these possible consequences could adversely affect the performance of teams within Kerrie's Fast Food Ltd.
- Unproductive discussions – teams may engage in unproductive discussions at team meetings which wastes time and may cause some team members to be frustrated and annoyed. The time that is wasted at these meetings means that Kerrie's Fast Food Ltd incurs unnecessary costs.
- Social loafing – team working may enable certain team members to reduce their work effort (social loafing) as their work will be completed by other members. This can cause resentment and conflict within the team. This conflict can reduce the functioning of the team and the performance of Kerrie's Fast Food Ltd.
- Disruptive team member – a team member can be disruptive if they do not get their own way or if a change is planned that may affect their work. This is likely to have a negative impact on the team and overall performance at Kerrie's Fast Food Ltd.
- Increased self-interest – a team member may be more interested in promoting themselves than serving the interests of the team. This self-interest approach may result in the team member not sharing information with other team members or withholding resources. This type of behaviour can be detrimental to the performance of the team and Kerrie's Fast Food Ltd.

Final judgement

There are a number of benefits and problems that are associated with team working. The key theme of the benefits is a higher performing team which is realised through higher employee productivity. The key problem of team working would be the negative ripple effects that can occur if something goes wrong. However, at Kerrie's Fast Food Ltd the benefits of team working outweigh the problems.

All valid responses will be given credit

[0] is awarded for a response not worthy of credit

Level 1 ([1]–[5]) Basic

- Basic knowledge and understanding of the benefits and problems of team working.
- Application to Kerrie's Fast Food Ltd is basic
- Basic analysis and evaluation of the benefits and problems of team working for Kerrie's Fast Food Ltd
- Basic judgement made
- The quality of the candidate's written communication is basic.

Level 2 ([6]–[10]) Satisfactory

- Satisfactory knowledge and understanding of the benefits and problems of team working
- Application to Kerrie's Fast Food Ltd is satisfactory
- Satisfactory analysis and evaluation of the benefits and problems of team working for Kerrie's Fast Food Ltd
- Satisfactory judgement made
- The quality of the candidate's written communication is satisfactory.

Level 3 ([11]–[15]) Good

- Good knowledge and understanding of the benefits and problems of team working
- Application to Kerrie's Fast Food Ltd is good
- Good analysis and evaluation of the benefits and problems of team working for Kerrie's Fast Food Ltd
- Good judgement made
- The quality of the candidate's written communication is good.

Level 4 ([16]–[20]) Excellent

- Excellent knowledge and understanding of the benefits and problems of team working
- Application to Kerrie's Fast Food Ltd is excellent
- Excellent analysis and evaluation of the benefits and problems of team working for Kerrie's Fast Food Ltd
- Excellent judgement made
- The quality of the candidate's written communication is excellent. [20]

AVAILABLE
MARKS

20

Responses may include:

Laissez-faire is a style of leadership where the leader/manager gives a degree of power and authority to employees to make decisions. The laissez-faire leadership style gives employees more control over their work and may also increase employee engagement in work.

The advantages of a laissez-faire leadership style may include:

- Delegation – the leader delegates the responsibility to make decisions to employees which frees up the leader's time to complete their own activities. This results in the leader being able to focus on their higher-level paid job and make better use of Kerrie's Fast Food Ltd's resources.
- Trust – demonstrates the trust in their employees to make the right decision. This can boost the confidence of employees and results in skills and knowledge being fully utilised. This growth in trust can enhance Kerrie's Fast Food Ltd's culture, enabling the sharing of information and work to be completed effectively and efficiently.
- Responsibility and control – delegated responsibility and control is given to employees to make decisions. This process may engage the employees with their work which may increase motivation and output levels may rise. This can result in decisions being taken within a shorter timeframe and enable Kerrie's Fast Food Ltd to respond faster to changes in the external environment. For example, customer requests may be addressed faster resulting in more satisfied customers as their demands are met.
- Creative environment – utilises the thoughts and ideas of employees, which may help develop a creative environment in Kerrie's Fast Food Ltd. This may result in new products/services being developed, as employees dealing directly with customers may note requests for products. New products will help to increase income and raise profits for Kerrie's Fast Food Ltd.
- Opportunities – creates learning and development opportunities for employees as they may expand their knowledge and skills through taking on new work. This extension in employee capability may allow the business to be more flexible in allocating roles to employees, who are multi-skilled. If some employees are absent from work, Kerrie's Fast Food Ltd may be able to cover the absent employees with the multi-skilled employees.
- Career opportunities – may help to enhance employees' career opportunities as they are taking on new types of work and have widened their area of responsibility. These opportunities may help to motivate employees to improve, which in turn enhances the performance of Kerrie's Fast Food Ltd.

The disadvantages of a laissez-faire leadership style may include:

- Passing on responsibility – employees may be uneasy/reluctant to take on the responsibility given to them as they may not have the knowledge, skills, and capabilities to make the right decision. This can cause employee stress levels to rise and have a negative impact on their well-being. An increase in an employee's stress levels may result in illness and their absence from work. This absence may adversely affect their performance and negatively affect the overall performance of Kerrie's Fast Food Ltd in terms of work not being completed on time or temporary staff having to be recruited.

- Slow decision making – the leader may be perceived as being incapable of making decisions by conferring decision-making control to the employees. The employees at Kerrie's Fast Food Ltd may become disillusioned with their leader and feel that they are being asked to take on additional work and responsibility for no extra pay. This may adversely affect their levels of motivation and result in their performance falling to a lower level. This fall in performance is likely to have negative consequences for Kerrie's Fast Food Ltd.
- Reduction in control – the leader loses an element of control over decision-making. The leader may become anxious as they perceive that the balance of power is moving to the employee. They may also fear that their role may become obsolete. The leader may decide to mitigate this situation by giving their employees at Kerrie's Fast Food Ltd insufficient information to complete their jobs, meaning the only person who could complete the job is the leader. This could result in employees becoming frustrated and erode trust between the leader and the employees. This could have a negative impact on the performance of employees and Kerrie's Fast Food Ltd.

Final judgement

A laissez-faire leadership style has a number of areas where it can positively impact on Kerrie's Fast Food Ltd. The level of impact on Kerrie's Fast Food Ltd will depend on the position of the leader in the business and the degree of power being given to employees. The extra time the leader gains from a laissez-faire leadership style will enable them to complete their work more effectively and give their employees time to fully utilise their knowledge, skills and capabilities. The gains outweigh the possible negatives of employees feeling that the leader may be shirking their responsibilities and exploiting them.

All valid responses will be given credit

[0] is awarded for a response not worthy of credit

Level 1 ([1]–[5]) Basic

- Basic knowledge and understanding of the impact of a laissez-faire leadership style in Kerrie's Fast Food Ltd
- Application to Kerrie's Fast Food Ltd is basic
- Basic analysis and evaluation of the impact of a laissez-faire leadership style in Kerrie's Fast Food Ltd
- Basic judgement made
- The quality of the candidate's written communication is basic.

Level 2 ([6]–[10]) Satisfactory

- Satisfactory knowledge and understanding of the impact of a laissez-faire leadership style in Kerrie's Fast Food Ltd
- Application to Kerrie's Fast Food Ltd is satisfactory.
- Satisfactory analysis and evaluation of impact of a laissez-faire leadership style in Kerrie's Fast Food Ltd
- Satisfactory judgement made
- The quality of the candidate's written communication is satisfactory.

Level 3 ([11]–[15]) Good

- Good knowledge and understanding of the impact of a laissez-faire leadership style in Kerrie's Fast Food Ltd
- Application to Kerrie's Fast Food Ltd is good
- Good analysis and evaluation of the impact of a laissez-faire leadership style in Kerrie's Fast Food Ltd
- Good judgement made
- The quality of the candidate's written communication is good.

Level 4 ([16]–[20]) Excellent

- Excellent knowledge and understanding of the impact of a laissez-faire leadership style in Kerrie's Fast Food Ltd
- Application to Kerrie's Fast Food Ltd is excellent
- Excellent analysis and evaluation of the impact of a laissez-faire leadership style in Kerrie's Fast Food Ltd
- Excellent judgement made
- The quality of the candidate's written communication is excellent. [20]

Total

**AVAILABLE
MARKS**

20

90