

Please write clearly in block capitals.

Centre number

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Candidate 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

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 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**A 'flat' **organisational structure** is most likely to have which of the following?**[1 mark]****A** Few layers of hierarchy and narrow spans of control**B** Few layers of hierarchy 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

1**0 2**Which of the following changes would be likely to improve levels of employee **motivation**?

1 Decentralising the organisational structure

2 Empowering the workforce

3 Managers taking more control of decision-making

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

1

0 3

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

Statement 1: Changing a tall **organisational structure** to a matrix structure will usually improve communication.

Statement 2: Junior employees make most of the important decisions within a centralised **organisational structure**.

[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: A significant factor causing resistance to **organisational change** is employees' self-interest.

Statement 2: Both financial and operational factors can make it more difficult to implement **organisational 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

Septimus Ltd has an experienced workforce. Explain why **incremental change** is unlikely to pose a threat to this business.

[3 marks]

3

0 6

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.

[3 marks]

3



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0 7

A team of employees experiences regular changes in its members. Explain how these regular changes might result in poor **team performance**.

[3 marks]

3

Turn over for the next question

Turn over ►



1 0

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]



Section B

Answer the question in this section.

Total for this section: 20 marks

Read **Item A** and answer question

1	1
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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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