



# **LEADERSHIP AND MANAGEMENT/FINANCIAL MANAGEMENT, SYSTEMS AND TECHNIQUES**

**AAT Fast-Track examination**

**8 June 2007**

## **MARKING SCHEME**



**Question 1**

- (a) Explain the stages in the organisational development (OD) cycle (page 92 of passnotes OLM 10 and OLM 4).**

- Agree task.
- Gather and analyse information.
- Give and discuss feedback.
- Plan the change process.
- Implement changes.
- Assess change and identify future development needs.

*Up to 2 marks for each stage identified and described up to a maximum of (12)*

- (b) Susan Evans mentioned the possibility of asking an external change agent to help co-ordinate change at Midshires NHS Trust. Explain the attributes or qualities of a suitable change agent (OLM 10, passnotes p. 94)**

- Suitable personality.
- Analytical and diagnostic skills.
- Client related experience.

*Up to 2 marks for each point identified and briefly explained up to a maximum of (6)*

- (c) Explain the force field analysis model and how it can help to explain the process of culture change in the NHS Trusts represented by Sharmishta and Susan. (Syllabus areas B1, D2. OLM 10)**

Explanation of force field analysis model.

Relevant parts of the answer are likely to include:

- Discussion of the force field as a model as a change management.
- Correctly-annotated diagram.
- Discussion of the two sides of the force field and mechanisms of moving the force field.

*Up to 2 marks for each point identified and briefly explained up to a maximum of 6*

Application to the NHS.

- Description of for-change forces and their motivations.
- Description of restraining forces and their motivations.

*Up to 2 marks for each point identified and briefly explained up to a maximum of 4*

*(10)*

- (d) Define 'culture' as the Secretary of State used the term and explain the three levels of culture. (Content largely in the Mullins chapter in OLM 4 – page 145)**

- Level 1 – artefacts.
- Level 2 – value.
- Level 3 – underlying assumptions.

*Up to 2 marks for definition and up to 2 marks for each level identified and explained.*

*(8)*

- (e) Explain why, as Susan observed, changing organisational culture is usually considered to be more difficult than changing structure, systems or procedures. (OLM 4)**

Relevant points may, but need not, include:

- Culture more 'embedded' than structure or systems.
- Culture involves changing people.
- Culture resident within 'hearts and minds'.
- Culture change must always take longer than other changes.

*Up to 1 mark for each relevant point made or discussed up to a maximum of (4)*

**(40)**

**Question 2**

**(a) In the context of the case, explain the meaning of the SMART framework for understanding objectives. (OLM 9.1)**

- Specific.
- Measureable.
- Achievable.
- Realistic.
- Time-constrained/limited.

*Up to 2 marks for each point identified and briefly explained in the context of the HR department at Vento up to a maximum of (10)*

**(b) In the context of the case, define 'span of control' and explain the factors that can determine the most appropriate span for Helen. (OLM 6)**

Relevant factors may include the following (other relevant examples are acceptable)

- Nature of the organization.
- Complexity of work.
- Ability of manager.
- Time available to spend with subordinates.
- Abilities and level of training of subordinates.
- Motivation levels of subordinates.

*Up to 2 marks for defining span of control, 1 mark for each factor briefly explained up to a maximum of 6.*

*(8)*

**(c) Advise Helen of the correct sequence of stages involved in making a new appointment to an organisation such as Vento. (OLM 8)**

- Identification of vacancy.
- Job analysis.
- Job description.
- Person specification.
- Advertisement and shortlisting.
- Selection.

*Up to 2 marks for each stage identified in order, 1 mark for mention only, up to a maximum of (12)*

**(d) Explain what a person specification is and how it differs from a job description (OLM 8)**

Explanation of person spec (with some detail of content):

- Describes characteristics of ideal person for a given job.
- Divided into essential and desirable criteria.
- Place in HR process (follows job analysis and before job description) and its underpinning of the appointments process.

6

Different from job description:

- Evidence of understanding of job description.
- Place in the HR process.

*Up to 2 marks for each description explained up to a maximum of 4*

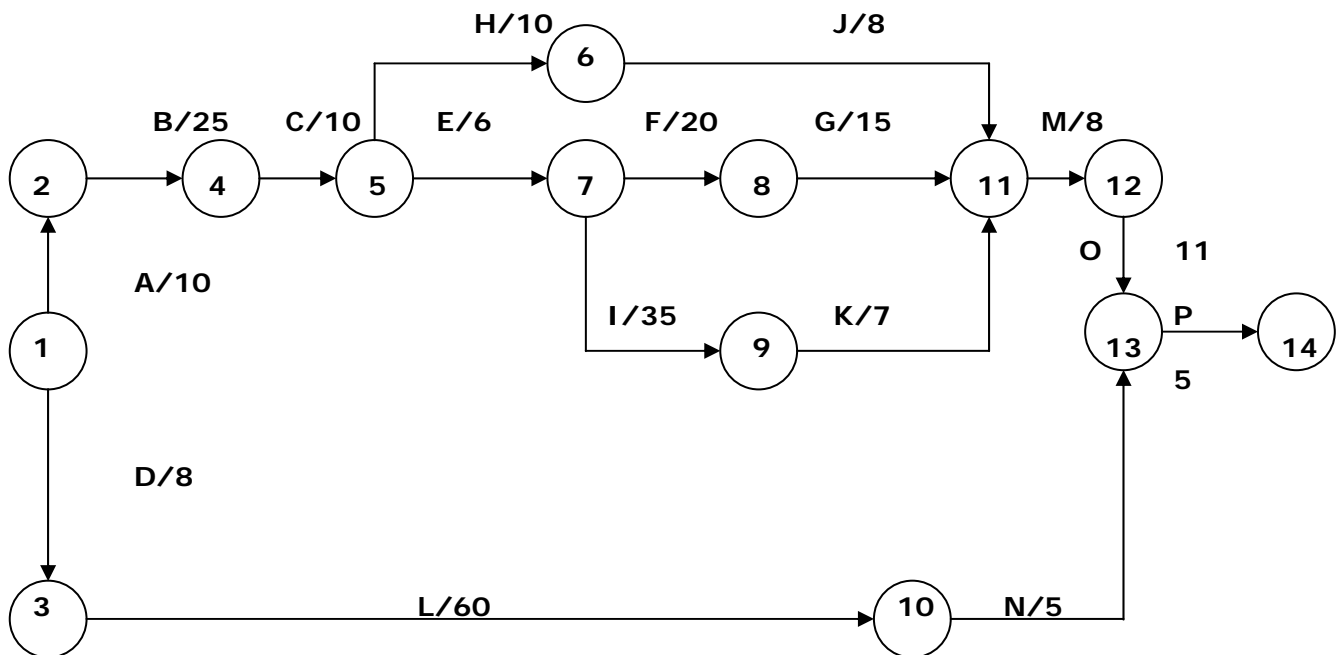
*(10)*

**(40)**

**Question 3**

This question relates to learning objectives E1 and E2 and is covered in Study Session 11 and 13 of the learning materials.

- (a) Draw a network diagram which shows the critical path of the project. Calculate the normal duration of the project based on the data provided.



4 marks for correct and accurate diagram. 3 marks if one error. 2 marks if two errors. 1 mark if three errors. No marks if more than three errors.

The alternative paths are

ABCHJMOP = 87 days

ABCEFGMOP = 110 days

ABCEIKMOP = 117 days

DLNP = 78 days

Critical path is ABCEIKMOP

Normal duration of project is 117 days

1 mark for critical path and 2 marks for normal duration up to a maximum of 3

(7)

- (b) Compare the normal duration with the time allowed for completion and suggest what changes in the project plan should be made to ensure that the time constraint is met. Take into account the budget available, and comment on all of the options available.**

The normal duration is 117 days which is 17 days over the 100 day available for completion. There are several options available to the Council. They need to concentrate upon those options which lie on the critical path but they will also need to take into account the next most critical path through the network.

Activities B, C, I, K and O can be reduced and also lie on the critical path.

- Activity I – the reduction would involve a change in the specification which might cause political problems. This should be avoided if at all possible
- Activity L can be reduced but this would be of no benefit in reducing the overall timing of the project
- B can be reduced by 10 days at a cost of £20,000 (£2,000 per day). This would also reduce the next most critical path
- C can be reduced by 2 days but would cost £15,000 (£7,500 per day). This would also reduce the next most critical path
- K can be reduced by 2 days at a cost of £10,000 (£5,000 per day)
- O can be reduced by 3 days at a cost of £7,500 (£2,500 per day). This would also reduce the next most critical path

In the event all of the possible reductions would be required, giving a total reduction in time of 17 days. This would bring the project time down to 100 days and there would be no problems with other activities becoming critical. The cost of this would be £52,500 which would put the project £2,500 over budget. As this is a very small percentage of the total project budget (2,500 is less than 1% of £1,200,000) the recommendation can be made to go ahead with the revised plan incorporating the alternatives.

*1 mark each for considering activities I and L, 4 marks for considering other activities, 4 marks for summary to include identifying and discussing budget implications.*

**(10)**

- (c) In relation to the requirements of this project describe the main benefits of using network analysis techniques.**

The benefits of using network analysis techniques are:

- Provides a structured approach to the management of the project
- Identifies all the tasks and matches them to the resources
- Presents this in the form of a graph which can aid understanding
- Allows project constraints to be identified more easily
- In the case of this project it allows the potential conflict between meeting time and budget constraints to be identified and reconciled

*1 mark for each relevant point made subject to a maximum of 3 marks. Other points may also be rewarded.*

**(3)**

**(20)**