

LEADERSHIP AND MANAGEMENT

**December 2005
Diploma Stage**

MARKING SCHEME



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Question 1

- (a) **Explain the ways in which a football team like Butchester Rovers conforms to the definition of an organisation. (OLM 2.1)** 8

Definition of 'organisation' in general – up to two marks.

Up to 2 marks each for the following relevant points in respect of a football team.

- Purpose driven.
- Achieve results not possible with individuals working alone (synergies).
- Members agree to follow structure and rules (play in position, etc).

- (b) **Describe 'action centred leadership' and explain how it can be applied to the role of Burt Jello, Butchester Rovers's manager. (OLM 5)** 12

Describing action centred leadership: up to 6 marks.

Relevant points to include the following – up to 2 marks for each.

- Task needs
- Team functions
- Individual needs

Applying ACL to the role of a football team manager – up to 6 marks.

- Task functions – team strategy, team planning, and team selection.
- Team functions – attending to morale, spirit, and training, maintaining discipline.
- Individual functions – attending to injuries, players' personal pastoral needs, giving praise where merited and rebuke where necessary.

- (c) **Drawing as necessary on theory regarding roles in organisations, compare and contrast Burt Jello's role as team manager with Ralph McIver's role as club chairman. (OLM 2, Mullins chapter 4)** 10

Demonstration of the overall configuration of roles in an organisation (strategic level, operational core, support, etc) – up to 4 marks.

Description of Ralph's role, in the context of the above, at the strategic level – up to 3 marks.

Description of Burt's role, in the context of the above, at the operational level – up to 3 marks.

- (d) **Describe the three basic styles of leadership and how they are relevant to the current situation at Butchester Rovers. (OLM 5.3)** 10

Describing the three basic styles – 6 marks. Up to 2 marks for each relevant description:

- Autocratic;
- Democratic;
- Laissez-faire.

Alternative answers may be based upon the tells, sells, consults, joins model.

Issues at Butchester Rovers: up to 4 marks. One mark for each relevant point made which may, but need not, include the following:

- Burt has hitherto been very autocratic.
- Ralph says he should be more democratic.
- Team captain Eddie is probably capable of assuming more management responsibility.
- The younger players respect Eddie and may be motivated if Burt gave Eddie more authority.

Question 2

- (a) **Based upon Belbin’s description of group roles, describe the roles needed for the successful development of a group such as that planned for the St Bernard’s Island project. (OLM 10.3)**

8

Up to one mark each for each role described. ½ mark for mention only.

- Company worker.
- Chair.
- Shaper.
- Plant.
- Resource investigator.
- Monitor-evaluator.
- Team worker.
- Completer finisher.

- (b) **Which of Handy’s four culture types best describes the likely culture of a project team such as the one described? Explain your answer. (OLM 2.2)**

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Recognition that project teams and others involved in events, crises, etc are typically characterised by a task culture – up to 2 marks.

Explanation of task culture in context: up to 2 marks.

- Job and project oriented culture.
- Seniority is based on degree of expertise in the task facing the group.

- (c) **Explain the meaning of ‘diversity’ and its importance in a team such as the one described. (OLM 7.1)**

8

Meaning of diversity – up to 4 marks. Relevant points may include:

- That it describes the ways in which people naturally vary.

Variation can be based on:

- Visual/physical characteristics (gender, race, age, physique).
- Psychological factors (aptitudes, attitudes, motivation, intelligence).
- Sociocultural factors (eg religion, moral values, etc).

Importance of diversity. Up to one mark for each relevant point made, up to a maximum of 4 marks. Relevant points may, but need not, include the following:

- The importance of reflecting society at large in organisations.
- The importance of not discriminating on any reasonable grounds and offering fair access to all constituencies equally.
- Matching membership to reflect the community served (perhaps of especial importance in the case of St Bernard’s Island which may be non-European in ethnicity).
- To comply with legal, regulatory constraints (such as sex and race equality legislation).

- (d) Advise Brendan on the sort of difficulties he might face in trying to implement a modern accounting information system in a developing country such as St Bernard's Island. (Not in OLM)**

10

Up to 2 marks each for up to 5 intelligent points raised. Relevant points may, but need not, include:

- Cultural incompatibilities.
- Infrastructure difficulties (eg technological infrastructure).
- Local skill and labour supply issues (especially in operating the new system).
- Political resistance from some constituencies.
- Language and semantic understanding issues.

Question 3

- (a) Identify and explain, in the context of the case, the sources of resistance to change that Jim would be likely to face, were he to attempt to implement his changes. (OLM 17)**

12

Up to 4 marks for comment in each of the three areas detailed in OLM 17.3. Marks will be awarded for application of the case in each category of resistance.

- Individual resistance.
- Group resistance.
- Organisational resistance.

- (b) Distinguish between the measurement of performance in public and private sector organisations such as a private sector textiles company and a local authority. (OLM 3, Rose & Lawton, chapter 12)**

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Measures of performance in a private sector organisation – up to 6 marks. Relevant points may include:

- Accounting performance (return on sales, ROCE, etc).
- Resource market performance (gaining key inputs like finance, top people, real estate, etc).
- Product market performance (eg market share, sales growth rates).
- Stock market performance.
- Intangible measures of success, such as reputation.
- Social, environmental and ethical performance.

This section to be marked out of 6 to allow for a range of approaches. For a public sector organisation, success may be judged in terms of the ‘four Es’:

Effectiveness
Efficiency
Economy
Equity

Other answers may legitimately approach this by discussing performance in terms of client satisfaction, league tables, meeting imposed targets, benchmarking, etc.

- (c) Jim referred to a public sector ethos. Explain what this term means. (OLM 3, Rose & Lawton, chapter 15).**

6

Defining public sector ethos – up to 6 marks. Relevant points may, but need not, include the following - up to 2 marks per relevant point made:

- A belief that human value cannot be reduced to sales figures (or equivalent point).
- A belief that there is a moral duty to protect the vulnerable and similar.
- A belief that it is the State’s role to deliver public goods such as education, social services and the like (and not private capital).