



LEADERSHIP AND MANAGEMENT

Diploma stage examination

12 December 2006

MARKING SCHEME



Question 1

(a) Explain the meaning of term, 'idiographic' and explain why individual appraisals are idiographic in nature. (OLM 7)

Defining 'idiographic' – which are likely to include:

- Concerned with understanding individuals
- Distinguished from nomothetic approaches (collection of group data)
- Describes a general approach concerned with individual development,
- Also includes trait measurement and personal 'fit' with the environment.

One mark for each relevant point made up to a maximum of 4

Appraisals and idiography

- Recognition that appraisals are about developing an individual (the appraisee)
- Concern development, personality, motivation and other 'personal' issues.

2

(6)

(b) Explain five benefits of appraisals to the organisation. (OLM 16.3)

- identify a person's strengths and weaknesses, and identify training and development needs
- help reveal problems which are restricting progress and causing inefficiency
- provide consistency through regular feedback, which itself encourages better performance
- provide information for human resource planning
- improve communications by giving staff the opportunity to talk about their ideas and expectations.

Up to 2 marks for each point made and explained up to a maximum of (10)

(c) Describe and evaluate the usefulness of the SMART framework in performance appraisals. (OLM 16)

- Specific – The objective must be defined precisely, in clear language.
- Measurable – It must be possible to assess whether the objective has been achieved.
- Agreed – Both manager and individual need to agree the objective.
- Realistic – It must be possible to achieve the objective.
- Time-related/limited – The date by which the objective should be achieved must be stated.

Up to 5 marks for correctly identifying the five components of SMART

Evaluation of SMART usefulness to appraisals. Issues might include:

- The problems of specifying goals, especially in management positions where specificity might be reductionist and unhelpful in managing complex situations.
- Similarly for measurability. Not all organisational goals can be reduced to a measureable target. Probably true for sales people but less so for someone whose job it may be to, say, develop international contacts or networks or something similarly amorphous.
- 'Agreed' implies that objectives should only apply to subordinates who willingly accept the objectives.
- There is a balance to be struck between 'realistic' and ambitious objectives, with the latter helpful in stretching people.
- Time limitation is probably a good principle but exogenous events can often affect these, placing things beyond the control of the subordinate.

Up to 5 marks available for placing the SMART framework specifically with the appraisals context.

(10)

(d) Explain McGregor's assumptions about workers in organisations and how these might affect the way that Bob Roffey might approach the process of appraising his staff. (OLM 8 and OLM 16)

Explanation of McGregor's assumptions

According to Theory X:

- People are naturally lazy and unwilling to work.
- They must be bribed or manipulated to persuade them to put in any effort.
- Employees (under Theory X) need to have targets imposed.
- Management is about controlling and pushing employees to work harder.

1 mark for each relevant point made up to a maximum of 4

According to Theory Y:

- Work is as natural as play or rest.
- People want to, and can be, responsible for directing their own efforts.
- If people do not work efficiently, it is the fault of management.
- Management's role is to facilitate and allow rather than control and restrict.

1 mark for each relevant point made up to a maximum of 4

McGregor's assumptions and appraisals:

Marks will be awarded for a recognition that assumptions made will have an impact on:

- The way in which appraisals are conducted – whether 'consultative' or 'autocratic'
- The nature of targets agreed – whether 'agreed' or 'imposed'
- The management style used to monitor and check on progress, and in the frequency of the provision of feedback.

2 mark for each relevant point made and discussed up to a maximum of 6

(14)

(40)

Question 2

- (a) Horace mentioned formal and informal channels. Explain the nature of 'formal' and 'informal' organisations. (OLM 2)**

Formal organisations deliberately planned and created

- Concerned with the co-ordination of activities.
- Hierarchically structured with stated objectives.
- Based on principles of division of labour, authority and responsibility.

Up to 1 mark for each relevant point made up to a maximum of 4

Informal organisations (which exist within formal organisations)

- Flexible and loosely structured.
- Contains undefined and loose relationships.
- Membership is sometimes ambiguous and ephemeral.
- Varying degrees of involvement are tolerated.

Up to 1 mark for each relevant point made up to a maximum of 4

(8)

- (b) Describe the advantages and disadvantages to the organisation of consultation with regard to a matter such as the changing of departmental responsibilities as described in the case. (Syllabus area C3, D, draws upon content in OLM 4, 6 and 10)**

Advantages are likely to, but need not, include the following:

- all perspectives are likely to be included in the consultation;
- decision is likely to be more robust in the face of challenge than if made by a single individual or department (such as Beryl);
- discussion with stakeholders may highlight concerns that a smaller group of decision-makers may overlook;
- enfranchises all relevant stakeholders resulting in an outcome 'owned' by most or all of the affected parties (especially if the committee is bound by 'cabinet government' rules).

Up to a maximum of 4

Disadvantages are likely to, but need not, include the following:

- the consultation and discussion process is likely to result in slower decision making;
- different voices can result in a solution designed to appease everybody to some degree but offend none (although it seems like the consultation in this case failed to account for any objections raised by Beryl);
- different ethical and political perspectives can be aired diluting a given perspective that may not be appropriate in all cases;
- the consultation may demotivate and disillusion people in strategic positions who are more talented managers than those below. The consultation exercise may compromise future effectiveness because of the dilution of clear and unambiguous decisions.

Up to a maximum of 4

(8)

(c) Briefly describe each of Fayol's 14 primary principles or functions of management (OLM 4, Mullins p. 172-173)

- Division of work
- Authority and responsibility
- Discipline
- Unity of command
- Unity of direction
- Subordination of individual interest to the corporate
- Reward of personnel
- Centralisation
- Scalar chain
- Order
- Equity
- Tenure stability
- Initiative
- Esprit de corps

Up to 1 mark for each principle identified and briefly described. ½ mark for mention only up to a maximum of (14)

(30)

Question 3

(a) Explain what Andy meant when he asked, "Was this job correctly specified?" (OLM 15)

- It describes the characteristics of the optimal occupant of a position;
- Attributes are described in terms of essential and desirable criteria.

Defining and describing 'person specification' up to 2

Explaining 'correctly specified'

- Explanation of underspecification
- Explanation of overspecification

Up to 2 marks for each relevant point made up to a maximum of 4

(6)

(b) Briefly describe the normal set of procedures involved in an appointments process. (OLM 15)

- job analysis;
- job description;
- person specification;
- advertise position in appropriate medium for the job;
- shortlist according to candidates' conformance to the person specification;
- select the most appropriate candidate using selection techniques and persuade them to accept the job.

Up to 1 mark for each component correctly identified and briefly described up to a maximum of (6)

(c) Explain, with reference to the case scenario as appropriate, the meaning of the terms 'scientific management' and the 'human relations' theory of management. Describe how these might be relevant to the problem of staff retention in a local authority such as Gibside. (Syllabus A1. OLM 1.1)

Describe scientific management.

- Associated with the work of Taylor.
- Stresses targets.
- Privileges output over process.
- Assumes a scientific view of workers – inputs can predict outputs.

1 mark for each relevant point made up to a maximum of 4

Describe human relations.

- Associated with Elton Mayo and the Hawthorne experiments.
- Stresses process.
- Privileges human interaction over output.
- Assumes an organic or behavioural view of workers.

1 mark for each relevant point made up to a maximum of 4

Staff retention and the two theories.

Marks will be awarded for the ability to associate the two theories to managerial practice and culture. Relevant points are likely to discuss this in terms of the different perspectives on:

- Human motivation in the workplace
- How to treat individuals and groups (as units of resource or participants in the process)

Up to a maximum of 4

(12)

(d) Critically evaluate the use of performance targets in public sector organisations. (OLM 3)

Relevant points are likely, but need not, include (drawn largely from OLM 3.4):

- Issues with defining 'performance' in a complex service delivery environment
- The crudity of ranking organisations on given performance targets (who may score well against one target but less well on others, sacrificed for the purpose of delivering on that given measure)
- The problem of 'unmeasurable' benefits
- Moving one problem on to deliver on another that is measured
- The unfairness of some comparators (where some organisations are structurally advantaged or disadvantaged)
- Whether to measure 'input', 'output' or 'process' measures.

Up to 6 marks in total for evaluation of performance targets/measures

(6)

(30)