



## LEADERSHIP & MANAGEMENT

### Diploma stage examination

**6 June 2007**

From 2.00pm to 5.00pm  
plus ten minutes reading time from 1.50pm to 2.00pm

#### ***Instructions to candidates***

*There are **three** questions on this question paper*

*Answer all **three** questions*

*Question 1 carries, in total, **40** marks*

*Question 2 carries, in total, **30** marks*

*Question 3 carries, in total, **30** marks*

*Where a question asks for a specific format or style, such as a letter, report or layout of accounts, marks will be awarded for presentation and written communication.*



1

Derek Lavelle is the IT manager at Regent local health trust, a position he has held for the past five years. As a trusted mid-manager, Derek has, over the years, been invited to join a number of committees and initiatives within his organisation in addition to his normal duties. He has always said that he wants to be a good 'team player' and so has accepted such offers whenever possible. His conscientiousness means that once on a committee he works hard for it and this often means that Derek becomes overworked.

The executive board of the health Trust told Derek earlier this year that they had found the funding for a major reinvestment in its IT system. The 'Upgrade Project', it was argued, would significantly improve the health Trust's patient records, links to other agencies and internal communications. Despite the fact that a member of the main Trust board should normally oversee the implementation of such a complex upgrade, the executive decided to ask Derek to do it because he was so trusted by the executive board. It would involve the management and co-ordination of a sizeable team of people drawing on skills from across the organisation including technical skills, medical expertise, administration, patient groups and others. Derek told a colleague that the leadership of the Upgrade Project would be an enormous challenge but also a good opportunity for self-development. He accepted the offer and began work on the project, alongside his other duties as head of IT, in April this year.

When he started work on the Upgrade Project, he found that what he hoped would occupy him for one day a week actually took a great deal more than that. It was a much larger project than he had been led to believe not least because it involved talking with a number of internal and external agencies who all wanted to see one feature or another of the new system improved or introduced so as to help their own areas of interest. When Derek discussed his problems with Cheryl Smith, the Trust's chief executive, Cheryl asked him whether he could delegate more of the work on the Upgrade Project to allow him to keep his workload within acceptable limits. "I've always tended to keep personal control on important jobs," he said, "and on something as important as the Upgrade Project, it's important that I fully understand what the requirements are. So I need to speak to everybody individually."

When Cheryl looked at Derek's department, she found that he had a total staff of 25 and that 15 people reported to him directly. This meant, she discovered, that Derek spent a lot of his time meeting with his direct subordinates and organising their work. His assistant manager in the IT department, Hannah Keen, told Cheryl that whilst Derek was a "very good professional", he was sometimes exasperating to work for because he was a perfectionist and could be awkward. Once Cheryl probed this further with Hannah it emerged that there had been tension between Derek and some of his subordinates because his management style could be "demanding and bossy".

Cheryl caught up with Derek over coffee one morning and asked him if he was coping with the increased workload. Derek confided that although he was enjoying his work and relished the challenge of managing the Upgrade Project, he was stressed by it all.

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• **Requirement for question 1**

- (a) Describe the causes of Derek's stress. 12
  - (b) Define 'conflict' and explain the positive and negative outcomes that the conflict between Derek and his subordinates might achieve. 8
  - (c) In the context of the case, define 'span of control' and explain the factors that can influence the correct span in any given situation. 10
  - (d) Advise Derek on what changes he might make to increase his overall effectiveness at work. 10
- (40)**
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## 2

Annette Walker is the human resources manager at Good Systems Ltd, a supplier of maintenance contract services to a group of local authorities in the north west of England. One of the company's key skill needs has always been for qualified 'time-served' tradesmen able to carry out technical and maintenance jobs on a range of projects including housing, environmental health and schools.

Annette was recently asked by chief executive Ron Phillips why the company has found it difficult to recruit the skilled people it needed. "We're currently struggling to fulfill some of our contracts with clients," he explained to Annette. "Is there anything we can do to attract more people and then take them on?" Annette went on to explain that she encountered problems at two stages when trying to appoint new people: in poor responses to job advertisements and at interviews. She said that she could not work out why the response rates to advertisements varied so much. Sometimes she received a hundred applications and at other times, hardly anybody applied at all. Ron asked Annette how she advertised jobs and interviewed people. She replied that she tended to advertise jobs in the local paper or contact people through word of mouth. For interviews, she said that she tended just to have an informal chat with the interviewee to see how well the person would get on working for Good Systems.

Ron suggested that her general approach might be one of the reasons why Good Systems had experienced difficulties in recruitment. Although his comment upset Annette she said she would go and have a think about how the appointment procedure might be improved.

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• **Requirement for question 2**

- (a) With reference to the case as appropriate, explain some of the reasons why job advertisements might receive a poor response rate. 6
- (b) Advise Annette on the main points of the seven point plan for interviews. 14
- (c) Explain the roles of a human resource manager in an organisation such as Good Systems. 10

**(30)**

# 3

At the monthly meeting of the executive board of St Norman's University, the university registrar and most senior administrative officer, Jan Ramsey, was presenting the student recruitment figures for the last academic year. She pointed to a number of important trends including increases in applications from some parts of the world accompanied by reductions from some others. "We can't explain all of these trends," she said, "but it does emphasise what a complex environment we operate in." She also noted changes in 'home' (UK) student recruitment and suggested that recent changes in government policy on university funding might have had some effect.

Ted Harris, the pro-vice chancellor for research said he had found similar things in trying to attract research talent to St Norman's University. "We've tried to recruit the best academics to come here to enhance our reputation but we are in a global market for these people and sometimes we lose out to other universities, both in terms of recruitment and retention," he said.

Tessa Clarke, the pro-vice chancellor for teaching and learning, reported on the university initiatives to establish a 'remote' campus in the Far East. "This is obviously a very expensive investment," she reported, "but an important one in terms of our reputation as a global player. Students in the Far East will be able to study at our remote campus thereby gaining a St Norman's degree without the expense of coming to the UK."

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• **Requirement for question 3**

- (a) Explain what is meant by a 'stakeholder' and give examples of eight stakeholders in a university such as St Norman's University and their interest in the university. 10
- (b) Explain how an organisation such as St Norman's University can be understood as an open system. 12
- (c) Explain two potential advantages and two potential disadvantages of the proposal to develop the remote campus in the Far East. 8

**(30)**