



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

June 2006

AAT Fast-Track

MARKING SCHEME



Question 1**(a) Explain four general approaches to designing organisational structures OLM 7. Syllabus area C2.**

- Classical approach.
- Human relations approach.
- Systems view.
- Contingency approach.

Up to 2 marks for each correct point made and explained up to a maximum of 8

(b) Explain the ways in which the English Cheese Appreciation Society conforms to the definition of an organisation OLM 2.1. Syllabus area A2.

- Purpose driven.
- Achieve outcomes not possible with individuals working alone (synergies).
- Members agree to follow structure and rules.

Up to 2 marks for definition of 'organisation' in general and up to 2 marks each for the above relevant points in respect of the Society, all up to a maximum of 8

(c) Describe Belbin's group roles and how a knowledge of these might help in the formation of the committee. OLM 3.3. Syllabus area B1.

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

Up to 2 marks each for each role mentioned and described. Extra half mark per role for a demonstration of how it might be important in the context of the case (these final 4 marks to be awarded holistically) up to a maximum of 12

(d) Explain the process of group formation and development as it might apply to the committee of the English Cheese Appreciation Society. Marks will be awarded for application to the case. OLM 3.3. Syllabus area B1.

- Forming.
- Storming.
- Norming.
- Performing.

1 mark for mention of each stage and up to 2 marks per stage for discussion of how it might be relevant to the case, subject to a maximum of 12

(40)

Question 2**(a) Define and explain job rotation, job enlargement and job enrichment. OLM 8.4. Syllabus area D1.**

Job rotation.

- Moving people from job to job.
- Gives a broader range of skills.
- Provides a wider appreciation of the tasks that occur in the organisation.

Job enlargement.

- Increase in the scope or responsibilities of the job.
- People carry out a larger part of a task area (horizontal enlargement).
- Purpose is to challenge and motivate the individual.

Job enrichment

- Giving more control to individuals.
- Vertical enlargement – allows some higher management tasks to be devolved to the individual.
- Purpose is to provide a more interesting and challenging job.

9

(b) Explain the TROPICS test for assessing the impact of the changes that Amy proposes. Your answer should include a discussion of each point in the context of the case. OLM 10.5. Syllabus area D2.

- Time scales.
- Resources.
- Objectives.
- Perceptions.
- Interest.
- Control.
- Source.

1 mark for each item mentioned in order and 1 mark for a brief description of how it might apply to the case up to a maximum of 14

(c) Explain how Lewin's three step model might be used to manage the proposed changes in the finance office. OLM 10. Syllabus area D2.

Unfreezing.

Moving.

Refreezing.

1 mark for identification of each stage and up to 3 marks per stage for explanation subject up to a maximum of 12.

This may be based on contextualisation with the case of may contain elements of Schein's expansion of Lewin's original framework (OLM 10.5).

(d) Comment on the legal and ethical issues raised by Amy's proposal to change the job roles in her department. (Broadly OLM 5) Syllabus area B2.

Relevant points may, but need not, include:

- Lack of consultation over the changes with members.
- Issues over Union-agreed job roles and demarcations.
- Changes may be outwith the terms of working contracts (terms and conditions of employment).
- What Amy might do if one or more members refuse to participate in the proposed change.
- How the changes might affect the performance of the tasks performed and, in turn, how this may affect other stakeholders within and outside the organisation.

Up to 1 mark per relevant point made up to a maximum of 5

(40)

Question 3

This question relates to learning objective E2 and is covered in Study session 12 of the learning materials.

The answer should be in the form of a report to the Acting Director of Recreation and Culture. It should be addressed, headed and structured appropriately.

1 mark for presentation and format (taken from allocation for part (b))

(a) The basic requirements of an effective contract monitoring system.

A contract monitoring system needs to:

- Ensure the contractor is complying with the terms and conditions of the contract.
- Prevent non-compliance by identifying and resolving potential problems.
- Provide timely feedback to the contractor.
- Monitor cost.
- Ensure progress is made towards the contract's expected outcomes.

*These are the points made in the OLM but other points may be relevant.
1 mark for each point subject to a maximum of 5*

(b) An outline of a contract monitoring process that should be followed for any contract.

A formal contract monitoring system would normally comprise three stages.

The first stage would be an analysis of current performance which would take the form of a review by the client. This review would be ongoing but there should also be milestones eg in holding review meetings etc. A timetable should be agreed between the client and the contractor. The client and the contractor should also agree upon their responsibilities within the process eg with regard to access to information etc. Performance measures should have been set within the contract itself. Activities may include:

- Asking the contractor to submit regular reports.
- User monitoring, making use of surveys and complaints procedures.
- Use of performance measures eg internal and external benchmarking, statistical and quantitative techniques.
- Review of contract invoices.
- Visits to facilities to carry out review and observations.
- Progress meetings between clients and contractors.
- Review of audit and other relevant reports eg health and safety.

1 mark for each relevant point subject to a maximum of 5

The second stage would be reporting findings. This would involve the production of formal and detailed contract monitoring reports at regular and frequent intervals. It is important that these are properly documented and agreement reached on dealing with any problems.

2

The final stage would be to take corrective action. This would either be agreed with the contractor or could take the form of action prescribed in the contract in the case of non-compliance.

2

Again, this answer reflects the content of the OLM but the question could have been tackled differently and relevant and correct answers should be rewarded

(c) Suggested action that should be taken in respect the concerns expressed regarding the operation of the centres

Three concerns are mentioned in the scenario. The first is that opening times being changed without due notice and consultation. The opening times of the centres should have been specified in the contract and it is likely that penalties will also have been identified for non-compliance. If this cannot be resolved then the penalty clause should be invoked.

The second concern is that changing rooms and toilet areas not being kept clean. This is a quality issue and one that is likely to have been revealed through site visits or from customer surveys. The reasons for this should be discussed with the contractors and, again, there may be penalties that can be claimed. The main priority should be that there is an improvement on the situation.

Finally, there is a concern over failure to provide attendance returns and other data on time. This would hold up and impede the monitoring process. Again, this should be an area that is covered in the contract terms and it may be that payments could be withheld until compliance is achieved.

In all three cases it may be that continued non-compliance could lead to cessation of the contract.

Up to 2 marks for discussion of each area but subject to an overall maximum of 5

(20)