

LEADERSHIP AND MANAGEMENT

**Diploma stage examination
13 December 2005**

From 10.00am to 1.00pm
plus ten minutes reading time from 9.50am to 10.00am

Instructions to candidates

*Answer all **three** questions. The marks available for each question are shown in italics in the right-hand margin.*

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

The dressing room of Butchester Rovers was a dismal place after the team's fourth successive league defeat. Team manager Burt Jello made his opinions abundantly clear to the team as he shouted and levelled personal insults at individual players for what he saw as errors and careless play during the game. Special attention was reserved for long-standing team captain Eddie Smith. "You're a total disgrace to that shirt, Eddie", shouted Burt in frustration. "I gave you the captaincy and you repaid me with schoolboy quality on the pitch. You're rubbish!"

Club chairman Ralph Mclver stood outside the dressing room, half-listening to Burt's rant as he chatted to members of the press. "Burt is an old-school manager," he told a reporter from the Butchester Echo. "He's from a time when the team manager was a paternal figure for the lads and when players wouldn't dare answer back to the manager." The reporter asked Ralph if he thought that Burt's management style was appropriate in the current game. Ralph said, "I think he could probably be a bit less bossy and involve the senior players a bit more in match planning, etc. As club chairman, though, I look after the club, the overall strategy, its place in the community, the money and all that sort of thing. I leave the playing side to Burt. We might be going through a rough patch, but it'll come good in the end." Ralph went on to describe Burt's relationship with team captain Eddie Smith. "You see, Eddie's a good lad. Bags of experience and a good player – the younger lads respect him. If Burt trusted him a bit more, rather than just shouting at him, he might get more from Eddie on the pitch."

And with that Ralph turned away. "I've probably said too much, especially as you're the local press," he said to the reporter.

• **Requirement for question 1**

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| (a) Explain the ways in which a football team like Butchester Rovers conforms to the definition of an organisation. | 8 |
| (b) Describe 'action centred leadership' and explain how it can be applied to the role of Burt Jello, Butchester Rovers's manager. | 12 |
| (c) Drawing as necessary on theory regarding roles in organisations, compare and contrast Burt Jello's role as team manager with Ralph Mclver's role as club chairman. | 10 |
| (d) Describe the three basic styles of leadership and how they are relevant to the current situation at Butchester Rovers. | 10 |

(40)

2 Brendan Arrundale, an accountant at a government department whose responsibilities include dealing with overseas contracts, was invited into Minister Laura Sewell's office. "The government of St Bernard's Island, a small developing country, has invited us to put some people forward to advise on the development of public financial management systems. I don't have to tell you what an important project this is for St Bernard's – having just emerged from a colonial direct rule arrangement, they are keen to develop full independence and a part of that is the development of accounting and information systems that will allow the smooth running of the fledgling autonomous government."

Brendan, who had long had an interest in helping developing countries develop sound information systems, was fascinated by the possibility. "Where do I fit in with all this?", he asked. The minister replied she had heard that Brendan had a wide range of technical and interpersonal skills and therefore she wanted him to lead the delegation. "Work out what sort of people you need, how you want to manage the project, then come back and tell me and I'll put the resources in that you need."

Brendan returned to his office and began to think about the sort of people he would need on this project team. He knew that a number of challenges lay ahead, not least because of the remoteness of St Bernard's Island, its complex and turbulent recent history, and its underdeveloped educational and skills-training infrastructure. He was also aware that attempts to modernise accounting information systems in some other regions of the world had been less than successful. "Well, it's a challenge," he said.

• **Requirement for question 2**

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| (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. | 8 |
| (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. | 4 |
| (c) Explain the meaning of 'diversity' and its importance in a team such as the one described. | 8 |
| (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. | 10 |

(30)

3

“Collective bargaining has to go, single Union agreements have to go and so does any idea of life-long employment here – they all just make for fat and inefficient operations,” said Jim Tennant, the new chief executive of Wandsdale local authority. He had been appointed to the local authority – his first public sector job – from the board of a local medium-sized textiles company and had been shocked at the differences between things in his previous organisation and in the local authority. “I suspect the Council appointed me to bring some best practice initiatives across from the private sector into this much larger local authority organisation. This public sector ethos has to go – we all need to get much leaner and more cost effective. All of those costly meetings that people in the public sector are so keen on will be shorter and less frequent, all vacancies arising will be job-analysed to see if they really need to be filled and any redundant resources will be disposed of – be they land, buildings or people.”

The small senior management team was taken aback by the directness of Jim’s comments. “The hard working taxpayers of Wandsdale – of which I am one – aren’t getting good value for money for their hard-earned council tax,” he continued. “I think that all non-mandatory services should be reviewed and, if found to be non-essential, axed. I do want good essential services, but I do not want to support costly peripheral services like theatre groups, foreign exchanges for schoolchildren and expensive flower displays outside shops. If only you could see how efficiently a private sector company is run compared to this.”

It took a courageous effort by HR director Sonja van der Laan to interrupt Jim in full flow. She reminded him that in a local authority decisions on many of the matters he had touched on were made by the elected Council and not by him. Jim then asked Sonja’s opinion on what issues might be raised if some of his plans were implemented.

“I hardly know where to start, Jim,” she said. “It would take a huge cultural change to bring about some of the things you mentioned.”

• **Requirement for question 3**

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| (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. | 12 |
| (b) Distinguish between the measurement of performance in public and private sector organisations such as a private sector textiles company and a local authority. | 12 |
| (c) Jim referred to a public sector ethos. Explain what this term means. | 6 |

(30)
