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**ADVANCED**

**General Certificate of Education**

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# Professional Business Services

Assessment Unit A2 2  
*assessing*  
Leadership and Management

## [APB21] Assessment

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### TIME

2 hours.

### Assessment Level of Control:

Tick the relevant box (✓)

Controlled Conditions	
Other	

### INSTRUCTIONS TO CANDIDATES

Write your Centre Number and Candidate Number on the Answer Booklet provided.  
Write your answers in the Answer Booklet provided.  
Answer **all six** questions.

### INFORMATION FOR CANDIDATES

The total mark for this paper is 90.  
Quality of written communication will be assessed in Questions **3, 4, 5** and **6**.  
Figures in brackets printed down the right-hand side of pages indicate the marks awarded to each question or part question.

### ADVICE TO CANDIDATES

You are advised to take account of the marks for each question in allocating the available examination time.

Answer **all six** questions

1 Professional Business Services firms provide advice to clients on the performance review process.

(a) Explain **three** roles of a manager in the performance review process. [6]

(b) Explain **two** advantages and **two** disadvantages of performance review for an employee. [8]

2 Clarke's Engineering Ltd operates on four sites across the UK. Jill Mann, the Production Director, plans to introduce changes to the current production processes.

You have been employed as a professional business services consultant to advise Jill. Explain how Kurt Lewin's unfreeze-change-refreeze model could be used to manage this change. [9]

3 Tim Dexter, the Human Resources Manager at Clarke's Engineering Ltd, is concerned about the performance of teams within the business. He has asked you, a professional business services consultant, to examine the development of teams.

Examine, using the Tuckman team development model, the stages of team development. [12]

**The quality of written communication is assessed in this question.**

4 The Chief Executive Officer (CEO) of Clarke's Engineering Ltd, Brenda Conti, has asked you, a professional business services consultant, to advise her on the following management issues:

- senior managers failing to gather relevant business information which would be useful in monitoring business performance;
- managers not dealing well with customer complaints, which has created conflict;
- staff shortages during peak production periods.

Analyse how the following Mintzberg's managerial roles could be used to address these management issues in Clarke's Engineering Ltd:

- Monitor
- Disturbance handler
- Resource allocator

[15]

**The quality of written communication is assessed in this question.**

- 5 Brenda Conti (CEO) of Clarke’s Engineering Ltd plans to implement change through an organic growth strategy by selling existing and new products into new markets in North America and China. Brenda has asked you, a professional business services consultant, for advice on her role regarding the implementation of the new strategy.

Analyse the importance of leadership in managing this change.

[20]

**The quality of written communication is assessed in this question.**

- 6 Following a number of staff disputes and disruption to production, Tim Dexter, the Human Resources Manager at Clarke’s Engineering Ltd, has carried out an employee satisfaction survey.

The findings of this survey have raised a number of issues about the leadership style used within the production department. Employees reported that there was no opportunity to use their initiative and their views were not taken into account. Other employees reported that they were happy to follow instructions and did not want to be involved in business decision making.

In your role as a professional business services consultant, evaluate the impact of this leadership style on Clarke’s Engineering Ltd.

[20]

**The quality of written communication is assessed in this question.**

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**THIS IS THE END OF THE QUESTION PAPER**

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