

Surname						Other Names					
Centre Number						Candidate Number					
Candidate Signature											

For Examiner's Use

General Certificate of Education
 June 2007
 Advanced Level Examination



APPLIED BUSINESS
Unit 12 Managing People

BS12

Tuesday 19 June 2007 1.30 pm to 3.00 pm

You will need no other materials.
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For Examiner's Use			
Question	Mark	Question	Mark
1		3	
2			
Total (Column 1) →			
Total (Column 2) →			
TOTAL			
Examiner's Initials			

Time allowed: 1 hour 30 minutes

Instructions

- Use blue or black ink or ball-point pen.
- Fill in the boxes at the top of this page.
- Answer **all** questions.
- Answer the questions in the spaces provided.
- Do all rough work in this book. Cross through any work you do not want to be marked.
- If you need additional space, you should continue your answers at the end of this book, indicating clearly which question you are answering.

Information

- The maximum mark for this paper is 80.
- The marks for questions are shown in brackets.
- Questions 2(c), 3(b) and 3(c) should be answered in continuous prose. In these questions you will be marked on your ability to use good English, to organise information clearly and to use specialist vocabulary where appropriate.

Answer **all** questions in the spaces provided.

1 Read **Item A** and then answer the questions that follow.

Item A

The Wildlife Refuge Trust (WRT)

The *Wildlife Refuge Trust (WRT)* manages wildlife reserves across the UK. Many of the reserves have rare or endangered species which need special management.

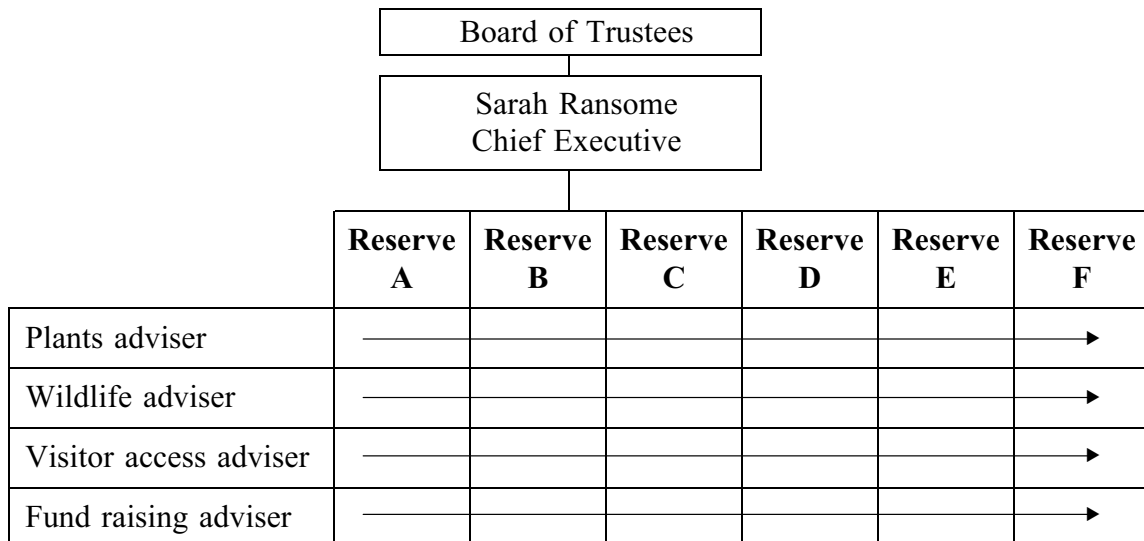
WRT raises funds for maintaining existing reserves or acquiring new sites by membership subscriptions and visitor entry fees to the reserves. *WRT* also aims to educate the public through special events at the reserves, (eg bat-watching, pond-dipping), guided walks through the reserves and by providing educational information packs. Members of *WRT* and the public can walk around the reserves or join in the organised activities.

Sarah Ransome, the Chief Executive, manages *WRT* through a matrix structure. A team of specialist advisers provides advice to the manager of each reserve, with an adviser covering each of the following:

- plants
- wildlife – mammals, birds, fish, insects, etc.
- visitor access and educational information packs
- fund raising.

Each reserve has a full-time manager who is responsible for the day-to-day site maintenance, staff management and dealing with visitors. Each reserve has three full-time staff only and a large team of unpaid volunteers.

WRT's Organisation Chart



All the Specialist Advisers and Reserve Managers report directly to Sarah. As *WRT* has now expanded to six reserves, Sarah has found that she does not have enough time to manage all the staff who report to her. Sarah also has to ensure that she keeps the Board of Trustees fully briefed.

(a) Using **Item A**, describe **two** management roles which Sarah fulfils in the business.

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(2 marks)

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(2 marks)

(b) Reserve B has discovered a rare wild plant and wants to protect it.

Using **Item A**, explain how the Reserve Manager might deal with this within the organisation's matrix structure.

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(6 marks)

(c) (i) Using **Item A**, analyse why the expansion of *WRT* is causing problems for Sarah.

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(6 marks)

(ii) Suggest how Sarah could deal with one of the problems caused by the expansion of *WRT*.

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(6 marks)

Turn over for the next question

2 Read **Item B** and then answer the questions that follow.

Item B

The Wildlife Refuge Trust (WRT)

WRT has problems finding good Reserve Managers. The Reserve Manager's job is very demanding because both technical conservation skills and exceptional people skills are needed to manage a large volunteer workforce.

Most applicants for the Reserve Manager jobs are recent graduates under the age of 25. They understand the technical side of conservation but, in most cases, have never managed large groups of staff.

In contrast, most of the regular volunteers are in their 50s or 60s, having retired from professional jobs with good pensions, and so do not need to earn money. They work as conservation volunteers because they enjoy being outside and meeting the public. Many of the volunteers have considerable management experience but little conservation knowledge when they start as volunteers.

Sarah has noticed that her most successful Reserve Managers operate a consultative management style when managing the volunteers. They manage their reserves by creating small self-managed teams of volunteers whom they actively support.

In less effective reserves, the management style is more autocratic with the Reserve Manager making all the decisions. Whilst these reserves still have a large number of new volunteers each year, many do not stay for long. This is a problem because it means that these Reserve Managers spend considerable time having to train new volunteers.

(a) The Reserve Managers need technical skills to fulfil their management roles successfully. Identify and describe **two** other management skills that they should have.

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(3 marks)

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(3 marks)

Question 2 continues on the next page

(b) Using **Item B**, analyse the factors which motivate the volunteers to work for *WRT*.
Use motivational theory to support your analysis.

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(8 marks)

(c) Discuss why a consultative approach might be more successful in managing the volunteers who work on the *WRT* reserves.

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(12 marks)

3 Read **Item C** and then answer the questions that follow.

Item C
Spoilt Pet Ltd

Spoilt Pet Ltd is a high street chain of 139 pet stores. It does not sell pets, but concentrates on high volume purchase items such as food and bedding. During 2005 and 2006, profits were disappointing. In early 2007, the Board of Directors appointed a new Operations Manager, Stephen Franks, to improve the situation.

After a review, Stephen realised that the most important factor to the success of the business was having well stocked shelves. Stephen is, therefore, investing time in trying to improve the restocking of the shelves.

Most of *Spoilt Pet's* staff are young, with many working part-time whilst they are students. Shelf stackers use a computer to identify which stock needs replacing and its location in the warehouse. However, the more experienced shelf stackers claim that using the computer slows them down and that the job lists that it produces are often incomplete.

As shelf stacking is a key part to the success of the business, Stephen believes that some decision making should be delegated to the shelf stackers. He has suggested introducing a staff grading system for the shelf stackers in which the more experienced staff would be promoted to Senior Shelf Stacker. These Senior Shelf Stackers would be allowed to prioritise their own restocking process without having to use the computer. They would also be expected to supervise the Junior Shelf Stackers.

Junior Shelf Stackers would still have to use the computer to produce their individual job lists but they would be allowed to decide in which order to restock the shelves on their lists.

One of the store managers, Lucy Parker, however, likes the overall control which the computer generated job lists give her and has objected to the proposed change. She does not believe the shelf stackers would work as hard under the new system and fears lower sales if the shelves are not restocked efficiently.

- (a) If Stephen’s proposal for the shelf stackers was implemented, explain what type of decisions would be made by:

the Senior Shelf Stackers

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(4 marks)

the Junior Shelf Stackers

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(4 marks)

Question 3 continues on the next page

(b) To what extent might the attitude of Lucy Parker towards delegating decision making be justified? Use **Item C** to illustrate your answer.

Dotted lines for writing the answer.

(12 marks)

