Chapter 13 Class Exam

Name:_____   **Score:**_____

Answer all questions
Suggested Exam Length: 40 minutes

Student Input (Pre-exam)

How confident are you about this exam?

What topic am I worried about before I look at the exam? Why?

_____

_____

What strategies did you use to study for this exam? What was the best one?

_____

_____

Which activities in class did you most enjoy for this topic?

_____

_____

Student Reflection (Post-exam)

How happy were you with your result?

What were the hardest questions? Why?

_____

_____

Is there any exam technique I should change/use again for my next exam?

_____

_____

What topics should I look over again?

_____

_____

(a) Distinguish between leadership and management in a business organisation under the following headings:

(i) Focus   (ii) Attitude to Risk   (iii) People Management

Focus:

Attitude to Risk:

People Management:

Founded in 1976, Apple has become a global leader in consumer technology by consistently redefining products like the Mac, iPod and iPhone. Its success stems from a strong culture of innovation, user-centred design and seamless integration of hardware, software and services. By doing so, Apple has maintained high brand loyalty, maintained premium pricing and a strong market position.

(b) Analyse the significance of innovation in successful organisations like Apple.

1:

2:

3:

(c) Explain two ways a leadership style you have studies can foster organisational innovation.

Leadership style:
1:
2:

(d) (i) Outline three reasons for conflict in the workplace

1:
2:
3:

(d) (ii) Explain two ways conflict impacts on the workplace

1:

2:

(e) Outline different external approaches to conflict resolution.

1:

2:

3:

Chapter 13 Marking Scheme – Total 75 marks

(a) Distinguish between leadership and management in a business organisation under the following headings:
(i) Focus   (ii) Attitude to Risk   (iii) People Management
15m - 3 @ 5m (3+2)

(i) Focus:

Leadership is centred on setting a vision and inspiring people to achieve long-term goals. Management focuses on organising work and ensuring day-to-day tasks are completed efficiently.

(ii) Attitude to Risk:

Leaders are willing to take calculated risks and encourage creativity and change. Managers often look at risk management, aiming to maintain stability and reduce uncertainty through processes.

(iii) People Management:

Leaders motivate and influence others through communication and shared purpose. Managers use authority and structure to direct staff, monitor progress, and ensure procedures are followed.

(b) Analyse the significance of innovation in successful organisations like Apple.

15m - 3 @ 5m (2+2+1)

1. Staying ahead of competitors

Innovation helps businesses stay competitive by creating new or improved products.

Apple constantly updates its iPhone, Mac, and AirPods to include the latest technology and design features.

This keeps customers interested and helps the brand stand out in a crowded global market.

2. Builds customer loyalty

Innovation strengthens brand loyalty by showing customers that the business is forward-thinking and reliable.

Apple's focus on high-quality design and new features encourages repeat purchases and long-term trust.

Customers often wait for new Apple releases because they expect something new and exciting each year.

3. Increasing profitability

Innovative products allow businesses to charge higher prices and increase profits.

Apple's strong brand and regular upgrades help it sell products at premium prices worldwide.

This supports continued investment in research and development, creating a cycle of innovation and growth.

4. Expanding into new markets

Innovation opens opportunities to reach new customers and markets.

Apple's development of services like Apple TV+, Apple Watch, and AirPods shows how innovation goes beyond phones and computers.

By diversifying its products, Apple reduces risk and maintains long-term success.

(c) Explain two ways a leadership style you have studies can foster organisational innovation.
10m - 2 @ 5m (2+3)

Autocratic Leadership

1. Autocratic leaders make all major decisions themselves, which limits creativity and staff input.
   When employees aren't encouraged to share ideas, innovation can suffer because new perspectives are not considered.
   This style may help efficiency, but it rarely produces original or creative solutions.

2. The strict control and top-down communication used by autocratic leaders can discourage experimentation.
   Employees may fear mistakes or criticism, making them less likely to take risks or suggest improvements.
   As a result, innovation becomes restricted to the leader's own ideas rather than emerging from the wider team.

Democratic Leadership

1. Democratic leaders encourage team input and collaboration when developing new ideas.
   This shared decision-making builds creativity and helps generate a wide range of innovative solutions.
   It also motivates employees to take ownership of change and continuous improvement.

2. By listening to different perspectives, democratic leaders create a culture where staff feel safe to share ideas.
   This inclusive environment helps innovation become part of everyday business practice rather than a one-off project.

Laissez-Faire Leadership

1. Laissez-faire leaders give employees freedom to make decisions and explore creative ideas independently.
   This autonomy allows skilled teams to innovate quickly and experiment with new approaches.

2. When employees are trusted to manage their own work, they develop problem-solving skills and responsibility.
   This sense of ownership encourages innovation across all levels of the organisation.

> **(d) (i) Outline three reasons for conflict in the workplace**
> **(d) (ii) Explain two ways conflict impacts on the workplace**
> **20 marks 5 @ 4m (2+2)**

(i) Pay and working conditions
Employees may feel underpaid or believe their workload and hours are unfair. This creates tension between staff and management when expectations are not met.

Poor communication
Misunderstandings or unclear instructions can lead to mistakes and frustration. When information isn't shared properly, trust and cooperation break down.

Resistance to change
Staff may feel threatened by new technology, procedures, or management styles. If they're not consulted, this can create anxiety and disagreement.

Different personalities or attitudes
Clashing working styles or personality differences can cause conflict, especially in teams under pressure to meet deadlines.

Others acceptable

(ii) Reduced productivity and teamwork
When employees argue or avoid one another, collaboration and efficiency fall. This slows down decision-making and lowers overall output. Staff may resist working with certain colleagues.

Low morale and higher staff turnover
Conflict makes the workplace tense and stressful, leading to absenteeism or resignations. Replacing staff increases costs (recruitment and selection) and disrupts workflow.

Damage to reputation
If disputes become public, they can harm the business's image and relationships with customers or suppliers. It can become harder to recruit new staff.

Improved communication (positive outcome)
When managed well, conflict can reveal hidden issues and encourage open discussion. This can strengthen trust and prevent future problems.

Others acceptable

(e) Outline different external approaches to conflict resolution.
15 marks 3 @ 5m (2+2+1)

Mediation

An impartial mediator helps both sides find common ground in a confidential setting.
This focuses on restoring relationships rather than deciding who is right or wrong.

Conciliation

A neutral third party helps both sides discuss the issue and reach a voluntary agreement.
The conciliator listens to both views, encourages compromise, and helps rebuild communication between the parties.

Arbitration

An independent arbitrator listens to both sides of the dispute and makes a final decision.
Both parties agree in advance to accept this decision as binding, providing a fair and formal resolution.

These are non-legislative external approaches – chapter 19 has external legislative approaches also that could be included in this answer.

Mediation with WRC

WRC mediation officers help resolve individual workplace disputes, such as grievances or bullying claims, in a confidential setting.
The mediator works with both parties to rebuild relationships and find a mutually acceptable solution.

Conciliation in WRC

WRC conciliation officers assist employers and employees in resolving industrial disputes through discussion and compromise.
The officer acts as a neutral facilitator, helping both sides reach a voluntary agreement without imposing a decision.

Labour Court

The Labour Court can be used when internal and external discussions fail to resolve the conflict.

It investigates disputes and issues recommendations or legally binding decisions depending on the case type.