



The Association of Business Executives

NQF

Certificate

4.2 MP

Managing People

Tuesday 9 June 2015, Morning

1. Time allowed: **3 hours**.
2. Answer **any four** questions.
3. All questions carry **25 marks**. Marks for subdivisions of questions are shown in brackets.
4. **No books, dictionaries, notes or any other written materials are allowed in this examination.**
5. Calculators, including scientific calculators, are allowed provided they are not programmable and cannot store or recall information. All other electronic devices, including mobile phones, are not permitted.
6. **Candidates who break ABE Examination Regulations will be disqualified from the examinations.**
7. Question papers must not be removed from the examination room.



Answer any four questions

- Q1** (a) Explain the term 'employability'. **(10 marks)**
- (b) Outline the reasons why employability is important to **both** employers and employees. **(15 marks)**
(Total 25 marks)
- Q2** (a) Describe the elements of an approach to managing people that can lead to an empowered workforce. **(12 marks)**
- (b) Outline the ways that team leaders and managers may deal with conflict to maintain team effectiveness. **(13 marks)**
(Total 25 marks)
- Q3** (a) Explain the reasons why training and development is an important factor in improving organisational performance. **(15 marks)**
- (b) Outline the contribution of Continuous Professional Development (CPD) to achieving effective people management. **(10 marks)**
(Total 25 marks)
- Q4** (a) Identify the features of poorly performing organisations. **(14 marks)**
- (b) Describe the methods managers can use to communicate with poor performers in order to improve their performance. **(11 marks)**
(Total 25 marks)
- Q5** (a) Describe five different ways an employee's performance can be assessed as part of the performance appraisal process. **(13 marks)**
- (b) Describe three business reasons for organisations exceeding the legal requirements on unfair discrimination and thereby creating a more diverse workforce. **(12 marks)**
(Total 25 marks)

- Q6** (a) Describe three principles that underpin most of the law in relation to recruitment and selection matters. **(9 marks)**
- (b) Outline the components of a standard induction programme for retail check-out operators. **(8 marks)**
- (c) Identify five fair reasons for dismissal. **(8 marks)**
(Total 25 marks)
- Q7** (a) Explain the reasons for an organisation investing heavily in communicating with employees. **(13 marks)**
- (b) Describe the different forms of communication employers can use to communicate with employees. **(12 marks)**
(Total 25 marks)
- Q8** (a) Identify three main factors that determine the leader's effectiveness in contingency models of leadership. **(6 marks)**
- (b) Describe six leadership behaviours. **(12 marks)**
- (c) Identify seven methods that organisations might use in order to develop motivation at work. **(7 marks)**
(Total 25 marks)

End of question paper

