

Solutions

Business answers are marked by **level of response** against the assessment objectives: award **AO1** knowledge, **AO2** application, **AO3** analysis and **AO4** evaluation.

Each answer shows the steps, then the **result**.

2.1

- any three of: planning; organising; commanding; coordinating; controlling (1 + 1 + 1)

2.2

- getting work done through other people to reach the firm's objectives (2 for a clear definition; 1 for a partial idea)

2.3

- a manager plans, organises and controls day-to-day work; a leader sets a vision and inspires people to follow it (2 for a clear difference; 1 for a partial idea)

3.1

- [3] **AO1** 1 — name and define one function (e.g. *controlling*: checking results against the plan). **AO2** up to 2 — develop it, e.g. controlling lets a manager spot that output is below target and act early to fix it (2 developed / 1 limited)

3.2

- [8] For **each** of two reasons: **AO1** 1 + **AO2** 1 + **AO3** up to 2. Example chains — *raises productivity*: clear planning and organising
- resources used well
- lower costs per unit. *Keeps good staff*: fair coordination and clear direction
- staff feel supported
- lower labour turnover. Maximum 4 per reason, 8 total

3.3

- [12] **AO1** 2 / **AO2** 2 / **AO3** 2 / **AO4** up to 6. **For:** leadership gives vision and motivation that pure management (planning, controlling) cannot, especially during change. **Against:** in stable, routine work strong management of systems and resources may matter more, and not every good manager needs to be a charismatic leader. **Judgement:** the best managers usually combine both, but how much leadership is needed depends on the situation — stable routine versus rapid change