

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 two of: autocratic; democratic; paternalistic; laissez-faire (1 + 1)

2.2

- a style in which the leader makes decisions alone and tells staff what to do (2 for a clear definition; 1 for a partial idea)

2.3

- a leader's skill in understanding and managing their own and other people's emotions (2 for a clear definition; 1 for a partial idea)

3.1

- [3] **AO1** 1 — give a situation (an emergency/crisis; unskilled or new staff; a quick decision needed). **AO2** up to 2 — develop it, e.g. in a safety crisis there is no time to consult
- the leader decides at once
- the danger is dealt with quickly (2 developed / 1 limited)

3.2

- [8] For **each** of two benefits: **AO1** 1 + **AO2** 1 + **AO3** up to 2. Example chains — *motivation*: staff are asked for ideas
- they feel valued
- they work harder and stay longer. *Better decisions*: staff who do the job share knowledge
- managers decide with fuller information
- fewer mistakes. Maximum 4 per benefit, 8 total

3.3

- [12] **AO1** 2 / **AO2** 2 / **AO3** 2 / **AO4** up to 6. **Autocratic** gives quick, firm direction in a crisis but may raise resistance. **Democratic/paternalistic** involves staff and eases fear, building acceptance, but is slower. Judgement: leading change usually needs a leader with high emotional intelligence who involves staff (democratic/paternalistic) to win acceptance, but may act autocratically when speed is vital — the best style depends on the urgency and the staff's reaction