

5(a)	Analyse <u>two</u> disadvantages to employees of an autocratic management style. There are 8 marks in total for Q5(a) 4 marks for each of the two disadvantages of an autocratic management style to employees These 4 marks consist of 1 mark for K 1 mark for APP 2 marks for AN NOTE: This question asks for disadvantages to employees not the business. However, managers are employees and any disadvantages e.g. stress related to managers must be accepted as relevant answers. This is particularly significant when rewarding analysis. Indicative content Responses may include:
5(a)	AO1 Knowledge and understanding 1 mark for K identifying one disadvantage • Leads to low employee morale • Prevents creativity and innovation in employees • Can lead to resentment and resistance among employees • Over dependent on managers/leaders • Employees feel undervalued • Employees disengaged • Lack of opportunity for employees • Likely repetitive tasks, low skills, low wages for employees • Lack of trust of employees • Employees/managers under pressure to produce more – stress AO2 Application 1 mark for APP of the chosen disadvantage • A choice of management style considered by many as outdated and inappropriate for modern organisations – with regard to the expectations and aspirations of employees. • Can lead to Theory X culture – lack of trust – micromanagement and the effect on employees • Can lead to low productivity and disenchantment of employees • Employee environment is one of conflict between management and employees, causing stress on employees

5(a)	AO3 Analysis 2 marks for developed AN of the chosen disadvantage 1 mark for limited AN of the chosen disadvantage • Strict supervision associated with autocratic management can be de-motivating – micromanagement stifles creativity and creates a lack of trust between employees and managers. • Can create a high-pressure working environment where productivity levels might well decline – employees treated simply as production units – leading to stressed, pressured and overwhelmed employees. • There is unlikely to be a culture of feedback – an autocratic manager seeks to speed up the decision-making process – results in less creativity and innovation among frustrated employees – this lack of creativity and innovation can result in slower business growth. • Employee morale can be low as a result of autocratic management – employees feel undervalued, participation is not required and recognition rarely given – autocratic managers may well take the credit for work performed collectively. • Managers are employees and may well suffer if required to act in an autocratic management style or working environment – they take the brunt of pressure causing them stress, pressure and burn out. Accept all valid responses.
------	--

5(b)	‘The contribution of managers to business performance in a hospital is less important than that of medical employees.’ Evaluate this view. There are 12 marks for Q5(b) 2 marks for K 2 marks for APP 2 marks for AN 6 marks for EVAL NOTE: Some candidates may well refer to their experience of hospitals being private hospitals run for profit and will assess the role of managers and medical employees in that context. This is a relevant and acceptable response and should be marked accordingly Indicative content Responses may include: AO1 Knowledge and understanding 2 marks for developed knowledge and understanding L2 K 1 mark for limited knowledge and understanding L1 K • Traditionally, managers viewed as responsible for planning, organising, directing, and controlling in organisations (Fayol). More modern theorists (Mintzberg) see managers with more informal roles associated with ‘softer’ responsibilities relating to employees within business organisations.
------	--

5(b)	- Business performance generally perceived in terms of the ability to make best use of resources to achieve objectives. This broad definition in business practice developed to describe business achievements measure by a number of metrics known as Key Performance Indicators (KPIs), such as profitability, productivity, and service user satisfaction. - Medical employees are people who work within the hospital. AO2 Application 2 marks for developed application/context L2 APP 1 mark for limited application/context L1 APP - Hospitals (private and publicly owned) increasingly seen as having fundamental business/organisational imperatives such as effective resource allocation and utilisation – hence the increasing role and function of managers in these organisations. - The influence of new technology, new health solutions, new drugs and new drug approaches, increased accessibility of hospitals, and ageing populations, has placed a focus and emphasis on the need for health-serving organisations to perform efficiently and effectively. - Doctors and nurses in a health service or hospital are considered to be those who are responsible for the diagnosis, care and treatment of illnesses, diseases, infections and well-being of patients. NOTE: The context here is a Hospital and explicit reference to hospital activity is required if APP marks are awarded for example reference to such activities as operations, treatment, surgery or reference to the hospital service or medical employees is insufficient. - Using the results of this 'learning environment' to recommend 'state of the art' medical instruments, new technologies – to ensure appropriate levels of investment in medical equipment.
------	---

5(b)	AO3 Analysis 2 marks for developed analysis L2 AN 1 mark for limited analysis L1 AN Contribution of managers to the business performance of a hospital might include: - The development and communication of clear organisation/healthcare goals, objectives and strategies – throughout the organisation and to external stakeholders. - The development of efficient organisation/team structures and associated responsibility assignments and delegated authority – operational clarity a priority supporting effective productivity and outcomes. - The recruitment, training and support given to produce a 'fit for purpose' set of employees – resulting in a productive culture and a morale-boosting working environment. - Appropriate investment in medical machines and instruments that will equip a highly skilled pool of employees to deliver an agreed quality of health care. Contribution of medical employees to the business performance of a hospital might include: - The development of appropriate healthcare goals, objectives and strategies appropriate to local health concerns, and within resource availabilities – allowing relevant activity focus within professional groupings. - The adoption of relevant professional structures, teams, and specialised approaches (including cross-professional project groups) to ensure that medical experience and expertise is appropriately organised to stimulate creativity and innovation-supported health care services. - To ensure a 'learning environment' is developed within the organisation so that medical practitioners are at the cutting edge (no pun intended!) of medical practice – encouragement of research, training and development, attendance at conferences, writing of papers etc. - Using the results of this 'learning environment' to recommend 'state of the art' medical instruments, new technologies – to ensure appropriate levels of investment in medical equipment
------	--

5(b)

AO4 Evaluation: Up to 6 marks for EVALUATION:

Developed/Supported judgement in context	L3 EVAL	6 marks
Developed/Reasonable evaluative comments in context	L3 EVAL	5 marks
Developed/Supported judgement without context	L2 EVAL	4 marks
Developed/Reasonable evaluative comments without context	L2 EVAL	3 marks
Limited supported judgement	L1 EVAL	2 marks
An attempt to balance the arguments/Weak attempt at evaluative comments	L1 EVAL	1 mark

- Any judgements/conclusions/evaluative comments can be made at any point in an essay, not just in a concluding section.
- A supported judgement is made that either managers or medical employees are the more/less significant contributors to business performance of a hospital.
- Although there are professional divisions between health practitioners, there has been an increasing tendency to see health care as an holistic organisational objective with a review of roles that has led to a reduction in professional barriers and boundaries.
- A judgement might be made that the contribution of managers/medical employees is very much dependent on the level of competence/expertise/experience of each category at any one point of time.
- Might the contribution of each category depend on the stage of development of a hospital? A newly built hospital in the early stages of operation might very well depend upon efficient managers rather than medical employees in order to get the hospital set up effectively.
- A judgement might be made that the business performance of a hospital requires managers and medical employees to work together and it is simplistic to see either group as more important/significant.
- A judgement could be made that managers may get in the way of medical employees (bureaucracy) and negatively affect business performance – or alternatively, that medical employees are so protective of their supposed superior roles and expertise that they ignore the advice of managers and operate in such a way as to waste scarce resources and so reduce business performance.

Accept all valid responses.