

Exercise walk-through

1.5

Effective Management Practice

GAC Business

You must be able to

- explain why clear delegation matters
- distinguish a useful KPI from a vague judgement
- analyse how management can improve a business outcome

1

The method

Method — Delegation with control

A bakery receives late-order complaints. The manager gives a supervisor responsibility for the packing timetable, the authority to change task order, and a Friday review of on-time dispatches. The manager remains accountable for the result.

Method — Choose a useful KPI

“Work harder” is not a KPI. “Percentage of online orders dispatched on time” can be measured, compared, and reviewed.

2

Practice

Practice 2.1 ■ 2 marks

Define delegation.

Solution 2.1

Worked steps

- Give a person responsibility for a task. **B1**
- Give enough authority to carry it out. **B1**

Practice 2.2 ■ 1 mark

State one KPI a café could use to monitor customer service.

Solution 2.2

Worked steps

- Any measurable service indicator, e.g. **customer complaints per week** or average waiting time. **B1**

Practice 2.3 ■ 2 marks

Explain why a manager remains accountable after delegating a task.

Solution 2.3

Method: Delegation with control — p.4

Worked steps

- The manager still owns the final business result. **B1**
- They must review whether the task achieved the agreed outcome. **B1**

3

Exam-style

Exam-style 3.1 ■ 4 marks

A bakery has late online orders. Explain how delegation could improve this problem.

Solution 3.1

Method: Delegation with control — p.4

Worked steps

- Give a supervisor the packing timetable and authority to adjust task order.
B1 **A1**
- The supervisor can respond to delays immediately. **A1**
- The manager reviews the percentage dispatched on time. **B1**

Exam-style 3.2 ■ 5 marks

A call centre rewards staff only for answering calls quickly. Analyse one benefit and one risk of this KPI.

Solution 3.2

Worked steps

- Faster answers can reduce waiting time. (B1) (A1)
- Staff may rush and give incorrect advice, reducing customer satisfaction.
(B1) (A1)
- A balanced judgement needs another quality measure alongside speed. (E1)