

# **PiXL Independence:**

## **Business Studies - Student Booklet**

### **KS5**

## **Unit 2: Managers, Leaders and Decision Making**

*Elements covered: 3.2.1 understanding management, leadership and decision making, 3.2.2 Understanding management and decision making, 3.2.3 Understanding the role and importance of stakeholders*

### **Contents:**

- I. Multiple Choice Questions – 20 credits per quiz
- II. Short Exam Questions – 5 credits with additional 10 credits available
- III. Wider Reading – 20 credits per summary
- IV. Academic Reading – 50 credits per summary
- V. Extended Exam Style Questions – 80 credits per essay

### **i. Multiple Choice Questions**

*Answer the questions that explore the themes of this unit, you will need to draw on your knowledge and wider reading to support you in completing this.*

#### **20 credits for completing this quiz**

1. The role of managers is defined as:
  - a. Decision making individuals who lead a business
  - b. Leaders who inspire others in a business
  - c. Individuals who organise and galvanise staff into implementing strategies to achieve corporate objectives
  
2. Which one of these has the most influence on decision making within a firm?
  - a. Risk
  - b. Reward
  - c. Uncertainty
  
3. An opportunity cost is defined as?
  - a. The costs associated with taking an opportunity
  - b. The value or benefit of the next best alternative given up once a choice is made
  - c. Opportunity missed once a decision is made
  
4. Leadership is defined as?
  - a. Charismatic individuals who tell others what to do
  - b. Leading employees towards the goals set for the firm
  - c. An individual who sets clear objectives for staff
  
5. Tannenbaum Schmidt Continuum states the manager who takes a decision and tells staff is most likely to be:
  - a. Manager centered
  - b. Subordinate centered
  - c. Consultative

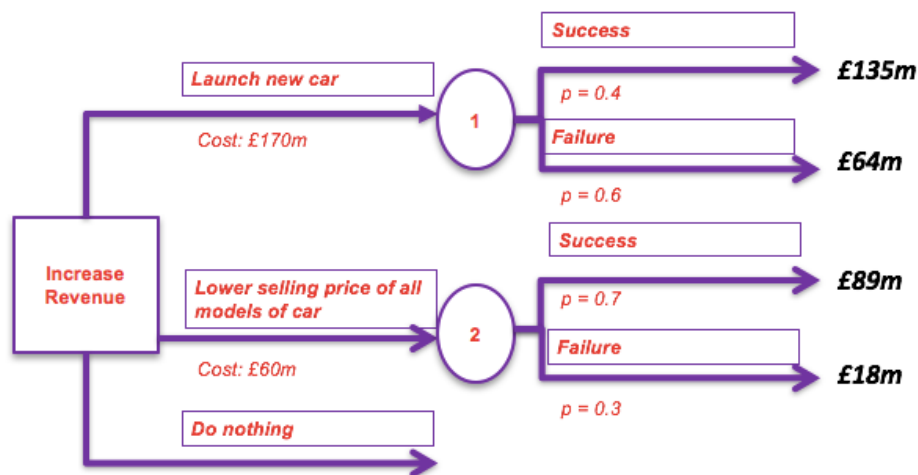
6. Blake Mouton Managerial grid finds an individual with high concern for people and high concern for the task to be:
  - a. Impoverished management
  - b. Middle of the road management
  - c. Team management
  
7. The type of stakeholder who firms need to 'keep satisfied' is:
  - a. High power, low interest
  - b. Low power, low interest
  - c. Low power, high interest
  
8. For a manager, they can either use 'decision making' or 'intuition'. Which one of the following statements below is linked more closely to intuition?
  - a. Goes with their 'gut'
  - b. Can defend a decision to senior management if using this process
  - c. Uses data to inform choices
  
9. McGregor Theory X closely identifies with which type of management style?
  - a. Paternalistic
  - b. Laissez Faire
  - c. Authoritarian
  
10. An autocratic style of leadership would be best suited to which type of business situation?
  - a. A firm focused on team collaboration and sharing
  - b. A firm which is highly decentralised around the UK
  - c. A firm which requires immediate turnaround in its fortunes

## ii. Short Exam Questions

Explain the following, each are worth 4 marks in total. Answer these questions, each of them are based on the unit of study but may draw from your wider reading. You should time yourself for each answer and aim to complete each question to a high standard in 5 minutes.

Each question answered is worth 5 credits. There are a further 10 credits available for self-assessment marking and adding to your answers if needed!

1. Complete the decision tree



(4)

2. Identify two factors which may have an influence (positive or negative) on the relationship a firm has with its stakeholders. (4)
3. Explain one advantage and one disadvantage of using scientific decision making. (4)
4. Explain one reason why to a start-up business opportunity costs are so important. (4)
5. Explain why management is often the first 'position' within a firm to be cut. (4)
6. Explain one reason why strong leadership is more important to the success of a firm than managers. (4)

(4)

7. Explain one significant difference between leadership and management. **(4)**
  
8. According to Peter Drucker, what should management be doing? **(4)**
  
9. Explain why a business funded on borrowed money would be concerned by the actions of the BoE. **(4)**
  
10. Explain one flaw in utilising the Tannenbaum Schmidt Continuum to assess managers in a firm. **(4)**

### iii. Hyperlinks for Reading

*Read each of the articles below, they have strong links and themes to the unit of study but also focus on Business as a holistic topic. Once you have completed your reading of each, summarise the key points in a bullet point format. You should aim for between 5 – 10 significant points from each article.*

#### **20 credits for each summary completed**

1. **Decision Trees:**  
<https://www.tutor2u.net/business/reference/decision-trees>
2. **Amazon and stakeholders:**  
<http://uk.businessinsider.com/amazon-wants-to-get-rural-businesses-online-2017-7?r=US&IR=T>
3. **Facebook and data, scientific decision making:**  
<http://www.bbc.co.uk/news/business-39947942>
4. **Management cuts at Virgin:**  
<http://www.telegraph.co.uk/business/2017/06/29/virgin-media-cut-200-jobs-management-shake-up/>
5. **The difference strong leadership can make:**  
<http://www.independent.co.uk/news/business/analysis-and-features/what-difference-has-a-year-under-new-leadership-made-for-tesco-10473953.html>
6. **Drucker on management:**  
<https://hbr.org/1963/05/managing-for-business-effectiveness>
7. **Trying to take over from a great 'leader':**  
<http://uk.businessinsider.com/tim-cook-replace-steve-jobs-apple-2015-3?r=US&IR=T>
8. **Tannenbaum Schmidt:**  
<https://www.tutor2u.net/business/reference/leadership-styles-tannenbaum-and-schmidt-continuum-of-leadership>
9. **Strong leadership moving the game forward:**  
<http://fortune.com/2017/03/24/tesla-elon-musk-worlds-greatest-leaders/>
10. **Leadership or management?**  
<https://www.theguardian.com/careers/difference-between-leadership-management>

#### iv. Academic Reading

*The following chapters/ books/ academic articles have been chosen for you to help in extending your understanding of this theme. They will have value in other units as well. You should read the selected items and compose a 200 – 300 word summary of the main themes found.*

**50 credits are awarded for each summary provided.**

**Title: Business for A Level AQA, Ian Marcouse**

**Link:** [https://www.amazon.co.uk/AQA-Business-Level-Marcouse-Eurostars-x/dp/1471835693/ref=sr\\_1\\_16?s=books&ie=UTF8&qid=1501584998&sr=1-16&keywords=aqa+business+a+level](https://www.amazon.co.uk/AQA-Business-Level-Marcouse-Eurostars-x/dp/1471835693/ref=sr_1_16?s=books&ie=UTF8&qid=1501584998&sr=1-16&keywords=aqa+business+a+level)

**Reading:** Page 30 – 57

**Title: Business for A Level Year 1, Wolinski and Coates**

**Link:** [https://www.amazon.co.uk/d/Books/AQA-Level-Business-1-Third-Wolinski-Coates/1471836096/ref=sr\\_1\\_1?s=books&ie=UTF8&qid=1501585265&sr=1-1&keywords=aqa+business+a+level+wolinski](https://www.amazon.co.uk/d/Books/AQA-Level-Business-1-Third-Wolinski-Coates/1471836096/ref=sr_1_1?s=books&ie=UTF8&qid=1501585265&sr=1-1&keywords=aqa+business+a+level+wolinski)

**Reading:** 59 – 94

**Title: Tannenbaum Schmidt**

**Link:** <https://leadershipchamps.wordpress.com/2008/04/27/what-is-tannenbaum-schmidt-continuum-theory-says/>

**Reading:** N/A

**Title: Blake Mouton Grid**

**Link:** <https://managementstudyguide.com/blake-mouton-managerial-grid.htm>

**Reading:** N/A

**Title: Black Box thinking, Matthew Syed**

**Link:** [https://www.amazon.co.uk/Black-Box-Thinking-Marginal-Performance/dp/1473613809/ref=sr\\_1\\_4?s=books&ie=UTF8&qid=1501590328&sr=1-4&keywords=leadership](https://www.amazon.co.uk/Black-Box-Thinking-Marginal-Performance/dp/1473613809/ref=sr_1_4?s=books&ie=UTF8&qid=1501590328&sr=1-4&keywords=leadership)

**Reading:** 183 – 206

**Title: Seven habits of highly effective people, Stephen Covey**

**Link:** [https://www.amazon.co.uk/Habits-Highly-Effective-People/dp/0684858398/ref=sr\\_1\\_5?s=books&ie=UTF8&qid=1501590328&sr=1-5&keywords=leadership](https://www.amazon.co.uk/Habits-Highly-Effective-People/dp/0684858398/ref=sr_1_5?s=books&ie=UTF8&qid=1501590328&sr=1-5&keywords=leadership)

**Reading:** 204 – 235

**Title: Mintzberg on management**

**Link:** [https://www.amazon.co.uk/Mintzberg-Management-Henry/dp/1416573194/ref=sr\\_1\\_3?s=books&ie=UTF8&qid=1501590453&sr=1-3&keywords=mintzberg](https://www.amazon.co.uk/Mintzberg-Management-Henry/dp/1416573194/ref=sr_1_3?s=books&ie=UTF8&qid=1501590453&sr=1-3&keywords=mintzberg)

**Reading:** 7 – 25

**Title: The Human side of enterprise, D McGregor**

**Link:** [https://www.amazon.co.uk/Human-Enterprise-Annotated-Business-Books/dp/0071462228/ref=sr\\_1\\_2?s=books&ie=UTF8&qid=1501590507&sr=1-2&keywords=mcgregor+theory+x](https://www.amazon.co.uk/Human-Enterprise-Annotated-Business-Books/dp/0071462228/ref=sr_1_2?s=books&ie=UTF8&qid=1501590507&sr=1-2&keywords=mcgregor+theory+x)

**Reading:** 43 – 82

**Title: The economist guide to decision making**

**Link:** [https://www.amazon.co.uk/Economist-Guide-Decision-Making-Getting-right/dp/1846683750/ref=sr\\_1\\_10?s=books&ie=UTF8&qid=1501590782&sr=1-10&keywords=decision+making](https://www.amazon.co.uk/Economist-Guide-Decision-Making-Getting-right/dp/1846683750/ref=sr_1_10?s=books&ie=UTF8&qid=1501590782&sr=1-10&keywords=decision+making)

**Reading:** Chapters 1, 2, 3



## v. Extended Exam Style Questions

*Using the knowledge gained from completing all the above activities you are now ready to write high quality essay style answers. The reading you have done should be included within these essays.*

*You should consider the structure and format of your essays and the context they are written in. Use this short presentation to help you with 'structuring your essay'. Each essay should take up to 20 minutes to write (you should use the format you would in the exam e.g. word processed/hand written so you are used to the length of the essay)*

### **80 credits for each completed essay**

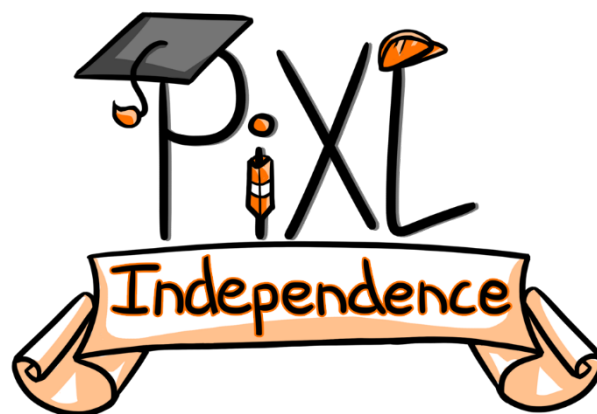
1. To what extent is leadership the most important factor in the success of an organisation?  
**(20)**
  
2. Some theorists argue one leadership style is more effective than another, others argue it depends on the context and type of organisation. To what extent do you agree with those statements?  
**(20)**
  
3. There are many examples of effective leadership and management from Steve Jobs to Geoff Bezos. Should leaders and managers copy these examples and apply them to their own organisations in order to achieve similar levels of success? Justify your view.  
**(16)**
  
4. To what extent should scientific making be used as the only basis for introducing new approaches and ideas within a business?  
**(20)**
  
5. To what extent should all PLC organisations in the UK place shareholder needs above those of stakeholder needs  
**(20)**
  
6. 'Managers are made, leaders are born'. Assess this statement  
**(16)**

7. To what extent is it right firms pay their leaders significantly more than those operating on the ground level

**(20)**

8. To what extent do decision trees help develop the decision making and long term strategic plan of large organisations that you know of

**(20)**



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