

Past-paper walk-through

Management ■ 2.3

eXercise

Questions in this set

- 9609/12 J25 Q5 ■ 20 marks

Reading the mark scheme

- **B1** a mark that stands on its own – the point is either made or not.
- **M1** a *method* mark: the right approach, even if the number is wrong.
- **A1** an *answer* mark, and it usually needs its M mark first.
- **C1** a working mark on the way to the answer.
- **//** separates answers the examiner accepts equally.
- **ecf** = error carried forward: a later part is marked on your own earlier answer.
- **owtte** = “or words to that effect” – the wording need not match.

Question 5

9609/12 J25 ■ Q5 ■ 20 marks

- 5** (a) Analyse **two** disadvantages to employees of an autocratic management style. [8]
- (b) 'The contribution of managers to business performance in a hospital is less important than that of medical employees.'

Evaluate this view. [12]

OR

Solution 5

(a) Mark scheme

- Analyse two 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
 - 1 mark for
 - 2 marks for

Solution 5

- 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:
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 - AO1 Knowledge and understanding
 - 1 mark for

Solution 5

- 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
- ■

Solution 5

- Employees feel undervalued
 - ■
- Employees disengaged
 - ■
- Lack of opportunity for employees
 - ■
- Likely repetitive tasks, low skills, low wages for employees
 - ■
- Lack of trust of employees
 - ■

Solution 5

- Employees/managers under pressure to produce more – stress
- AO2 Application
- 1 mark for
- 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- A choice of management style considered by many as outdated and inappropriate for modern organisations – with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

Solution 5

- ■
- Can lead to low productivity and disenchantment of employees
- ■
- Employee environment is one of conflict between management and employees, causing stress on employees
- 9609/12
- May/June 2025
- AO3 Analysis
- 2 marks for developed
- of the chosen disadvantage

Solution 5

- 1 mark for limited
- 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.

Solution 5

- ■
- 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.

Solution 5

- ■
- 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.
- 8
- 9609/12
- May/June 2025

Solution 5

(b) Mark scheme

- '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
- 2 marks for
- 2 marks for

Solution 5

- 6 marks for
- 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
- 1 mark for limited knowledge and understanding

Solution 5

- ■
- 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.
- 12
- 9609/12
- May/June 2025
- ■

Solution 5

- 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
- 1 mark for limited application/context

Solution 5

- ■
- 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

Solution 5

- 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
- marks are awarded for
- example reference to such activities as operations, treatment, surgery or reference to the hospital service or medical
- employees is insufficient.

Solution 5

- ■
- 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.
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- AO3 Analysis
- 2 marks for developed analysis
- 1 mark for limited analysis
- Contribution of managers to the business performance of a hospital might include:

Solution 5

- ■
- 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.
- ■

Solution 5

- 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:
- ■

Solution 5

- 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.
- ■

Solution 5

- 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
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Solution 5

- AO4 Evaluation: Up to 6 marks for EVALUATION:
- Developed/Supported judgement in context
- 6 marks
- Developed/Reasonable evaluative comments in
- context
- 5 marks
- Developed/Supported judgement without context
- 4 marks
- Developed/Reasonable evaluative comments
- without context

Solution 5

- 3 marks
- Limited supported judgement
- 2 marks
- An attempt to balance the arguments/Weak attempt
- at evaluative comments
- 1 mark
- ■
- Any judgements/conclusions/evaluative comments can be made at any point in an essay, not just in a concluding
- section.

Solution 5

- ■
- 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.
- ■

Solution 5

- 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.
- ■

Solution 5

- 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

Solution 5

- and so reduce business performance.
- Accept all valid responses.
- 9609/12
- May/June 2025