



Chartered Institute of Personnel and Development

Advanced Level Qualification

Leading Managing and Developing People

September 2013

26 September 2013

09:50 –13:00 hrs

Time allowed – Three hours and ten minutes
(including ten minutes' reading time)

Answer Section A and FIVE questions in Section B (one per subsection A to E).

Please write clearly and legibly.

Questions may be answered in any order.

**Equal marks are allocated to each section of the paper.
Within Section B equal marks are allocated to each question.**

If a question includes reference to 'your organisation', this may be interpreted as covering any organisation with which you are familiar.

The case study is not based on an actual organisation. Any similarities to known organisations are accidental.

You will fail the examination if:

- **You fail to answer five questions in Section B (one per subsection) and/or**
- **You achieve less than 40 per cent in either Section A or Section B.**

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SECTION A – Case Study

Note: It is permissible to make assumptions by adding to the case study details given below provided the case study is neither changed nor undermined in any way by what is added.

People in the UK, unlike many countries, have long demonstrated a willingness to buy large numbers of national newspapers. While circulation has dropped a good deal recently due mainly to the establishment of alternative online sources of news, information and entertainment, most national titles remain profitable. Over 8 million copies are sold each day, giving an estimated total readership in excess of 20 million. As a result, newspaper proprietors and their editors are hugely powerful figures to whom other powerful people pay great respect. This is because they shape public opinion in many ways. Newspapers can destroy a person's reputation or make it, while reviews of restaurants, films, cars and books can make all the difference between a best-selling hit and a flop. Moreover, it is often claimed that newspapers have brought some governments down, while playing a decisive role in the election of others.

In 2007 a journalist working as Royal Editor of the News of the World was convicted of unlawful phone hacking along with a private investigator called Greg Mulcaire. Four years later it was discovered that Mulcaire had in fact hacked into hundreds of mobile phones including that of a missing school child who was subsequently found to have been murdered. The public outcry was huge, leading the government to announce the setting up of the Leveson Inquiry with the task of investigating 'the culture, practices and ethics of the press, including contacts between the press and politicians and the press and the police.' The Inquiry was also tasked with considering 'the extent to which the current regulatory regime has failed and whether there has been a failure to act upon any previous warnings about media misconduct'.

Over several months the Leveson Inquiry heard evidence from journalists, celebrities, politicians, newspaper editors and proprietors, as well as members of the public who believed that they had suffered unreasonably from unethical practices on the part of newspapers. Aside from phone hacking, the following journalistic activities were discussed:

- Newspapers regularly publishing articles about private lives which contain untruths.
- Photographers following people everywhere and installing secret cameras outside their houses.
- Reporters rifling through people's rubbish bins looking for evidence around which to write stories.
- Innocent people arrested in high profile police investigations having their reputations destroyed by newspapers who have decided they are guilty.
- Disobliging stories appearing about the children and other relatives of people in the public eye.
- Unjustified invasions of privacy.
- The use of entrapment to gain evidence of supposed dishonesty on the part of public figures.
- Veiled threats being made to politicians suggesting that they could be brought down by a press story if they did not support a media company's agenda.

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It also became clear that some newspapers had paid the police and other public officials for information. This is why photographers are often present when a high profile person is arrested and why newspapers sometimes print government information ahead of its official publication. It has also been alleged that the reason the Police failed to uncover the full extent of phone hacking at News International earlier was because police officers had accepted hospitality or payments from the company's representatives.

Editorial and journalistic jobs on national newspapers are only very rarely advertised. The vast majority of people get their jobs through informal recruitment mechanisms on the basis of who they have worked with before as well as their journalistic ability. At senior levels appointments tend to be made by proprietors without formal interview procedures. This is one of the reasons for the relative lack of diversity at the top of media organisations, and particularly national newspapers. Senior editorial staff can make a great deal of money, especially when circulation improves or does well relative to that of rival titles. But they can also lose their jobs as easily as they gained them in the first place. Newspapers are known for operating a 'low commitment – high control' management style which people accept due to the big salaries on offer.

During the past five years twenty-eight people have at some stage held the post of editor or acting editor of a national newspaper in the UK. Of these people, twenty-four are men and only four are women. Only one has a black or asian origin. There are only two women in charge of national newspapers at present. The other two resigned their posts and both have since been arrested in connection with illegal phone hacking.

As yet, no new regulatory regime has been established in the wake of the Leveson Inquiry. But significant changes are considered inevitable. The new regime may be self-regulating or underpinned by statute, but one way or another it will punish newspapers financially if they breach some form of agreed ethical code. It will require them to print prominent apologies to people and will force them to end many existing practices.

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- 1. Why have people working in the UK's newspaper industry developed such a wide range of ethically questionable practices and, at least until recently, made use of them so regularly?**
- 2. What does published research tell us about the advantages of having a diverse team of senior staff heading up an organisation?**
- 3. What steps could the HR functions in the big national newspaper groups take in order to:**
 - i. improve the industry's ethics?**
 - ii. increase diversity among senior editorial teams?**
- 4. Why might bringing about genuine cultural change in the UK newspaper industry be difficult to achieve?**

It is recommended that you spend 20% of your time on Task 1; 20% of your time on Task 2, 40% of your time on Task 3 and 20% of your time on Task 4.

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SECTION B

Answer FIVE questions in this section, ONE per subsection A to E. To communicate your answers more clearly, you may use whatever methods you wish, for example diagrams, flowcharts, bullet points, so long as you provide an explanation of each.

A

1. According to Mckee (2013), despite being a very young company, Google has 'managed to institutionalise systems and practices that are explicitly designed to motivate its people'. The pay and benefits are very good and the jobs involve working in teams to create 'breakthrough technologies'. Office buildings are largely run on solar power and are located on a beautifully landscaped campus with sports facilities and free restaurants. The company has a thriving Corporate Social Responsibility (CSR) programme and stands up vociferously for freedom of information.

Which major theories about human motivation would you cite to explain how Google is so successful at motivating its people to perform to an exceptionally high standard? Justify your answer.

OR

2. It is generally assumed that employees become disengaged at work in response to the content of their jobs or the way that they are managed. However, some argue that disengagement is in large part due to personality and that some personality types are much more predisposed to become disengaged than others. People who are highly introverted and who score highly on measures of neuroticism appear to be much harder to engage in the workplace than people with other personality types.
 - i. Why do you think that introverts and people with neurotic personalities might be relatively hard to engage?
 - ii. What are the main implications of this research from a practical HRM perspective?

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B

3. It is often argued that highly successful leaders combine excellent judgement about the direction they want to take people with the capacity to persuade these people, willingly, to follow them down the chosen path. A lot of people possess one of these two key characteristics, but relatively few possess both.
- i. Give **two** examples of successful leaders you have known or observed, either within or outside a workplace, who possessed both these attributes. Justify your choices.
 - ii. What other factors could you point to which made your two chosen people successful leaders?

OR

4. It is often pointed out that leading a team that is assembled to carry out and deliver a project is particularly challenging because the designated leader often has no formal managerial authority over the people he/she is required to lead.
- i. Drawing on your reading and your personal experience, explain how far you agree or disagree with this point of view.
 - ii. Assume that you have been asked to plan a training session for people in your organisation who are soon to lead project teams for the first time. What key points would you want to make and why?

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5. The UK government has announced that from April 2014 all employees with over six months' service will be entitled in law to request flexible working. At present this right only extends to employees with dependent children or caring responsibilities. The right is to make a formal request to your employer once a year for a one off, permanent change to your terms and conditions of employment in order to allow you to work more flexibly (eg: part-time, compressed hours, job share etc). The employer is under a duty to deal with requests reasonably and only to turn requests down for good, genuine, business reasons.
- i. Explain why the government is looking to encourage more flexible working?
 - ii. Drawing on your own experience, which groups of employees are most likely to take advantage of the new right after April 2014?
 - iii. What will be the main advantages and disadvantages of flexible working from your employer's perspective? Justify your answer.

OR

6. Robbins and Coulter (2013) explore change management using two contrasting metaphors. Their 'calm water metaphor' assumes that change occurs periodically, temporarily upsetting a ship's otherwise steady progress across the water. Discrete change episodes have to be managed from time to time. By contrast, 'the white water metaphor' sees change as continuous and unpredictable, like a small raft having to negotiate wild and perilous rapids. Change has to be managed continuously. They go on to argue, as most management writers do, that across all industries, over time, the reality is becoming more and more akin to the 'white water metaphor' and less to that of the 'calm water metaphor.'
- i. To what extent is this shift apparent in your organisation? Justify your answer.
 - ii. Explain the main implications of the shift from calm waters to white waters for recruitment and Human Resource Development (HRD) practices in organisations.

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7. The management of employee relations in organisations has changed a great deal in recent decades. This is mainly due to the decline in trade union membership and the consequent absence of trade unions with any authority in many organisations. Trade union decline has presented HR managers with new opportunities, but has also brought with it some disadvantages.
- i. What in your view are the major reasons for the decline in trade union membership over recent years?
 - ii. Explain in what ways this trend has been an advantage or HR managers, and in what ways it has been a disadvantage.

OR

8. Despite a great volume of research attesting to its importance, UK employers handle the induction of new staff with little effectiveness or imagination. On their first day new employees are given limited attention or guidance, but are just expected to get on with their jobs as best they can. Periodically an induction event is then held for all recent starters which is led by a junior member of the training department. Unmemorable presentations are made by managers, a fire safety video is shown and participants who will rarely meet again chat to each other over lunch.
- i. In your experience how fair and accurate is this portrait of induction practices in UK organisations? Justify your answer.
 - ii. What are the main strands of a business case for investing considerable time and resources in the induction of new employees?
 - iii. What recommendations would you make to your own organisation as to how it might improve its induction processes? Justify your answer.

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9. When a nationally-based company expands its operations and becomes a multi-national corporation (MNC) the aims and objectives of its HR function remain the same. However, achieving them becomes much more complex and costly.

To what extent do you agree with this statement? Justify your answer, illustrating your key points with examples.

OR

10. The former Prime Minister, Tony Blair, famously said after being in office for a few years that he 'bore scars on my back' from his struggles to bring innovation to the management of public services in the UK. A major part of the problem may be that the predominant organisational culture in public sector organisations is very different from the type of culture we associate with highly innovative organisations. These tend to encourage people to experiment and think creatively, to reward failure as well as success, tolerate risk-taking, accept conflict between people and, above all, empower staff at all levels to take decisions and try new things. They are anything but-risk averse.
- i. Why might staff in the public services apparently seem so reluctant to support new thinking and prone to resist change? Illustrate your answer with an example.
 - ii. Why might it be difficult to introduce a culture that was supportive of innovation into the UK public sector?

END OF EXAMINATION

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Introduction

How time flies. This was, amazingly, our ninth cohort of LM&DP candidates. On this occasion we marked 183 papers. The overall pass rate was 65%, which was rather lower than has been achieved by previous cohorts, but is very much in line with results in Level 7 CIPD examinations more generally. There is no obvious reason for this dip in performance, but I would speculate that it was due to the presence of a sizeable number of re-sit candidates in the cohort. If so, a slight fall in the overall level of performance might be anticipated once an exam has been running for a few years. On the positive side there were a good number of merits and distinctions awarded to students in this cohort, 34 in total. Overall, 18% of all candidates and 28% of those who passed gained merits or distinctions, demonstrating excellence across both Sections A and B. These are not awarded unless truly deserved, and the candidates concerned can be very proud of their achievement.

The final breakdown of marks was as follows:

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Grade	Number	Percentage of total (rounded up)
Distinction	4	2
Merit	30	16
Pass	85	46
Marginal fail	26	14
Fail	38	21
Total	183	

The papers on this occasion were marked by Gail Swift, Alex Evans, Andrew Hambler, Esther Park, Claire Roberts, Graham Perkins and myself.

Section A

Learning outcomes: 1 and 7

This was the second time that a real case was used rather than an imaginary one, or one that was thinly disguised. It seems to work better when the case study is seen and candidates all have a good opportunity to do some research into a particular organisation or industry. So, unless students and tutors complain with good reason about it, I think we will continue with the practice for the time being.

Task 1

Most managed to answer this pretty well, although there was a tendency among some candidates to focus entirely on HRM and related issues without demonstrating any serious awareness of the wider commercial context. Poor leadership, badly designed reward systems and a lack of well-enforced codes of ethics are all, no doubt, factors. But the underlying reasons

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are commercial, and it was an understanding of these we were primarily looking at. Gossip, scandal and photographs of celebrities sell newspapers, so journalists have been tempted /encouraged by their proprietors and editors to push ethical boundaries further and further in pursuit of juicy stories. Strong candidates also commented on the prevailing culture in tabloid newspaper offices which tends to be macho, risk-taking and very commercially hard-nosed.

Task 2

There are now numerous research studies from all kinds of sources (academic, government, CIPD) which provide good evidence of the benefits that accrue to organisations with diverse workforces, and particularly diverse senior teams. There are question-marks over the effectiveness of teams that have been filled as a result of quotas rather than genuine skills and experience, but where a diverse team of talented people is formed, it is likely to perform better than one which lacks diversity. Candidates pointed to stronger fields of job applicants, lower employee turnover levels, fewer employment tribunal claims/court actions to defend, better problem-solving, greater capacity for innovation. These all feed through into greater efficiency and higher revenues. The more detailed, well-referenced and well-justified the answer, the higher the marks that we were able to award.

Task 3

Answers here tended to focus more on formal practices, such as fairer recruitment and selection processes, tighter disciplinary rules, the establishment of codes of ethics, HRD interventions of many kinds and on cultural change initiatives aimed at making newspaper offices more risk-averse. Reward management practices are also likely to have to change in the future so that ethical behaviours are rewarded. On diversity some argued for positive action, but most simply argued for fairer, more open recruitment exercises. Both parts 3i and 3ii were generally answered pretty well.

Task 4

This was a tougher question, and this was reflected in some weaker answers that often failed to convince. Quite a few candidates took the opportunity, only semi-relevantly, to tell us all about the change management theories they had learned (Kotter, Lewin etc) without directly addressing the question. Others simply wrote about culture being difficult to change generally. In fact all we were really looking for was an appreciation of the commercial realities facing the newspaper industry as social and other forms of new media develop and thrive. Circulation levels are falling along with advertising revenues. Competition between titles is thus fierce and getting fiercer. The public may disapprove of some journalistic practices, but their results (that is, juicy stories) continue to sell newspapers. While the worst excesses are likely to be curbed thanks to criminal charges being brought against leading executives and editors, altering the underlying culture is likely to prove an uphill struggle simply because the industry is not in a position to survive if it becomes blander.

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Section B

Question 1

Learning outcome: 2

There were some strong hints in the question about some of the motivation theories that were relevant here. We were not over-prescriptive in our marking, awarding credit for any theory that was accurately described and backed up by a solid justification for its relevance. Needs-based theories such as Maslow's and McClelland's were quoted a lot. But in order to gain high marks candidates had to explain how the theories underpin practice in the context of Google. There was a tendency for some to avoid taking this step and thus clearly addressing the question. Achievement needs are also central here, as potentially are affiliation needs. A lot of candidates also mentioned expectancy theory, linking effort to reward (including non-monetary rewards). Goals-based motivation theories were also potentially significant and often cited, as were theories that link autonomy, team-working and CSR to positive motivation at work. Some HR-focused theories were also be cited effectively, notably those which link well-being and workspace characteristics to motivation.

Question 2

Learning outcome: 2

This was attempted by a good number, with mixed results. Interestingly, it was Part ii that was less convincingly answered on the whole, than the ostensibly more challenging Part i. The best answers to the first part correctly developed arguments along the following lines:

While research into links between a propensity to be engaged at work and personality is in its infancy, there are some significant findings from the studies that have been completed. Extraverts seem more likely to be engaged than introverts because they tend to be more energetic, enthusiastic and positive about life generally. They find it easy to build relationships and thus tend to receive positive feedback from colleagues. By contrast, people who score highly on measures of neuroticism tend to worry more than most and hence have a tendency to find their workplaces to be more threatening and less welcoming places, they also tend to have less tolerance for stress. This makes it harder for them to build productive relationships and hence makes them harder to positively engage. In short, they tend to be more cautious than extroverts about throwing themselves into new experiences with a good deal of enthusiasm.

The major practical implications concern employee selection, this research bolstering the case in favour of personality testing. There are also more general lessons for line managers seeking to engage staff more effectively. Their capacity to do so may be limited in practice by the dominant personality traits of their team members.

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Question 3

Learning outcome: 3

There was plenty of scope here for candidates to name people they have worked with/for or have known in some other non-work capacity, and most took this approach. This, of course, made it impossible for marker's to consider the accuracy of claims made. Instead, for the most part, we had to rely on the quality of the justifications provided. This was not the case when candidates named famous leaders, past and present, from the worlds of religion, sport and politics. There were some eccentric choices made here, and one or two examples of wholly inadequate or inaccurate justifications. While in no way would we wish to discourage students from citing examples of public figures with 'great' leadership qualities, we would also urge tutors to advise students in future cohorts to make sure that they really know about the record of these figures before using them as examples in exam questions. More generally, what mattered here was that they did not simply name a leader and set out their main achievements. These needed to be linked specifically to the two attributes (relational and transactional) specified in the question. A credible justification was also required.

Part 2 could be answered in many ways. Some pointed to a helpful set of external environmental circumstances, others to power issues and the support of other powerful figures. Luck was also sometimes a relevant factor, as were other personal characteristics that support the major two highlighted here – a strong sense of humour, for example, or physical presence/attractiveness/agreeableness. A good number perused on the notion of 'charisma', which was fine, but again needed some justification and explanation to be truly convincing.

Question 4

Learning outcome: 3

This was most interesting to mark, not least because a high proportion of those who answered it strongly disagreed with the argument presented in the question and went on to argue their case with some passion. Some correctly argued that the view advanced in the question amounts to an oversimplification as projects typically have the backing of senior managers even if the leader personally has no formal line management authority over the team. Others pointed out that the imperative to deliver all objectives, on time and to budget, gives the leader a strong degree of influence/power, while others wrote about ways in which people without formal managerial power nonetheless are often able to lead and influence others in all manner of ways, such as by example, via involvement of colleagues in decisions and through force of personality.

Answers to part two could either reflect on leadership generally, perhaps arguing for an authentic or a participative style or focus more on key factors in delivering projects (for example, Gantt charts, networks, budgeting, milestones etc). The best answers did both, often also bringing in examples from personal experience.

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Question 5

Learning outcome: 4

This was not well-answered on the whole, suggesting that the public policy angle on debates about flexibility is not being as well-explained to students as it perhaps should be. Part 2 was especially frustrating to mark because so many mentioned groups such as parents of young children, who already have these rights and have done for some time. Despite the clear statement to this effect in the question, many seemed to be wholly unfamiliar with the existing rights.

Part 1 was also sadly unconvincing in many cases, a good number of candidates simply failing to understand the altogether why governments should promote flexible working opportunities. Only a minority correctly established that that it is a central part of the drive to move people off welfare and into work. Barriers which prevent people from continuing to work when their domestic circumstances change (grandchildren, relatives falling ill, divorces, bereavements etc) are thus being removed. Secondly, of course, due mainly to the persistence of skills shortages in some areas, ministers are keen to encourage people to stay on in work until later in life when they might be tempted to take early retirement. Traditionally there has also been a wish to make the UK attractive as a destination for skilled overseas migrants, but the policy agenda is now shifting in this area.

Opinion is divided on who will take advantage of the new regulations, or indeed whether they will have a big impact in practice. Stronger answers correctly suggested that the major beneficiaries are likely to be older people looking to wind down as they approach retirement and people who would like to keep working part-time after passing the normal retirement age. People looking to start their own businesses would be another group who might well benefit, as will be relatively well-off workers who want more time to pursue hobbies or charitable activities and can afford to work more flexibly.

Part 3 was more effectively answered, particularly when personal experience underpinned an argument being made. Larger employers often do a lot to promote flexibility already and are likely to see that the change will improve the organisation's capacity to recruit, and particularly to retain, valued staff. This advantage, along with associated motivational consequences outweighs the disadvantages (personalised contracts, inefficiencies, management time spent on unproductive tasks, fear of employment tribunal actions etc). For smaller employers, because they lack functional flexibility due to employing smaller teams, disadvantages may well outweigh advantages.

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Question 6

Learning outcome: 4

This was the least commonly answered question on the paper which was surprising as it was a straight forward one that simply asked candidates to consider one of the most fundamental assertions that is commonly made about change management. It may simply be that Question C5, while answered poorly in many cases, was a more attractive proposition. Answers to the first part were very varied. Some avoided all mention of their own organisations or any others with which they had familiarity, answering only in very general terms. Some of the best answers, by contrast, argued that the extent of the shift in recent decades is not as complete as is often argued. As always, what mattered here was that a good, persuasive justification was provided to back up the points that were made.

Strong answers to Part 2 considered both recruitment and HRD issues, including the need for different competencies and personalities and particularly for new styles of leadership. People who are at ease with ambiguity and have a readiness to change, act flexibly and retrain are needed much more than they were in the past. It was also reasonable to interpret the question so as to focus on flexible working practices, short-term contracts and the management of expectations in recruitment and HRD.

Question 7

Learning outcome: 5

This question focused on the most fundamental trend in employee relations and on the central debate about its consequences for HRM. On the reasons for union decline there are several schools of thought, but a consensus behind the view that several distinct factors have played a part. And this was very much reflected in the answers to Part 1. Most candidates attempting this seemed to be well-versed in these debates. Common examples given included the shift from manufacturing to services, employment law that protects employees while hindering union development, the decline in the union wage premium, increased individualism and the rise of more sophisticated HRM practices.

Candidates should have had little difficulty citing advantages from an HRM perspective, but some struggled to develop a strong and convincing argument. The key points are that it means less criticism and fewer challenges to decisions, less effective resistance to change and, more generally, freedom to determine HR policy as well as terms and conditions without the need to consult or negotiate. The disadvantages are less often cited, but in the main concern communication. Trade unions provide a very effective and relatively inexpensive channel of both downward and upward communication. In short, they help managers understand what their workers are thinking and why. Without a union, alternative methods of communication have to be established. A strong union is also useful because it allows one set of negotiations to be carried out on behalf of all. Agreements are often hard to reach, but once reached they stick. It is much harder to negotiate with hundreds of unrepresented individuals.

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Question 8

Learning outcome: 5

As expected a good majority of candidates chose this question, most of whom drew on personal experience and wrote strong, well-argued and well-informed answers as a result.

The view of 'typical' inductions set out in the question is perhaps a little extreme, but is not inaccurate, as a good majority of answers testified. Views differed considerably about its fairness according to what candidates had experienced or observed. What mattered was that a good justification was advanced either in support or opposition to it. The business case is well-rehearsed and caused few candidates any serious problems, but it was important that they are not overly simplistic and that more than one strand was cited. The strong answers pointed out that inductions should be partly about giving people the information they need in order to do their jobs effectively and get up to speed rapidly, as well as making people feel welcome and valued. This is more likely to lead to high levels of commitment and engagement. The aim is thus, in part to improve standards of performance early on and to reduce the incidence of early staff turnover.

Question 9

Learning outcome: 6

As expected, the vast majority of candidates agreed with this statement, and most went on to provide a good, convincing justification. Most were rather stronger on complexity, however, than they were on costs. The core objectives of the HR function are the same in international companies as they are in nationally-based ones, namely staffing the organisation with good people, maximising performance and engagement, promoting effective change management and efficient personnel administration. These all become more costly when a company expands internationally because of the need to co-ordinate geographically dispersed business units. They also become more complex due to communication barriers of one kind or another (time differences, language issues etc) and due to cultural and institutional diversity from one country to another. There is also usually the need to employ expatriate staff, whose terms and conditions, training needs and other support mechanisms are always costly and relatively complex.

Question 10

Learning outcome: 6

Answers to question varied greatly. Some argued that people generally tend to fear change and innovation because they perceive that they may lose their job as a result, or lose out economically/in terms of their power or prestige as a result. Private sector workers are no different, but they have come to accept it due to the commercial pressures their organisations face. There are also perhaps more alternative job opportunities for private sector workers. It was also argued that public sector workers are better organised to resist change due to trade unions

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and to the public support that some groups enjoy, which enables political pressure to be placed on government. Strong answers distinguished between top-down change which is imposed (and which tends to be resisted) and innovation which is often more bottom-up in nature. The adage 'people support what they help to create' was apposite here.

Strong answers to the second question focused on public expectations of the way public sector organisations are run, and also media scrutiny of them. Many features of HRM in highly innovative corporations would simply be politically impossible to introduce across the public services because they would be seen as wasteful. Mistakes should lead to demotions and dismissals in the eyes of the media, and should not be celebrated or rewarded as they tend to be in innovative business cultures. The result is a risk-averse culture. This is going to be very difficult to change.

General points

The relatively lower pass rate was a little disappointing, but as stated in the introduction, anticipated to an extent. As always, my advice to candidates is to focus their revision very closely around the Learning outcomes, and particularly (having received their copy of the case), to make themselves aware of how a range of Learning outcomes could form the basis for potential questions in Section A. Aside from that I would remind students of the need to read questions carefully, to answer all parts directly and to take care *always* to justify the points they make.

Stephen Taylor

Chief examiner