

8410-317 Leading and Managing People – Sample test

This document contains sample test questions relating to the Leading and Managing People units of the ILM Level 3 Diploma for Managers.

City Guilds	Exam: 8410-317 Leading and Managing People	Progress: []]]]]]]	0%	Finish
Guilds	Time Remaining: 00:59:42 Question 1 What are team dynamics?		-	
	Select one option.			
2				
3				
5				
6				
7 8	a Management techniques used to define team objectives.			ר
9				J
10	b Behaviours that teams adopt when instructed by a manager.			F
11 12				
13	C Training methods that help to build effective team working.			Ē
14	········			J
16	d Invisible forces that operate between different people in a team.			5
17				
18				
20				
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	Exam: 8410-317 Leading and Managing People Time Remaining: 00:58:28 Question 2	Progress: []] 09	% Finish
Guilda	What should a manager do to maximise an employee's performance within the team?		
1 2 3 4	Select one option.		
5 6 7 8 9	a Set objectives for the employee without involving them.		
10 11 12	b Match employee's skills with tasks.		
13 14 15	C Produce reports for senior managers.		
16 17	d Provide support only during 1:1 meetings.		
18 19 20			
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0			nm: 8410-317 Leading and Managing People	Progress: []]]]]]]	0%	Finish
	Guilds	Tim	e Remaining: 00:58:08 Question 3			
		An	nanager is responsible for managing a team of part-time staff who work different shift patterns.			
	1	Wh	at are the two most important aspects the manager needs to focus on to ensure business continu	uity?		
	2	Sel	ect two options.			
	3					
	5					
	7					_
	8	а	Continuity of the work tasks and efficient hand-offs.			
	9					
	10	b	Lack of opportunities for the team to socialise.			
	11 12					
	13	с				\exists
	14	0	Responding to complaints about temporary contracts.			
	15					
	16	d	Monitoring that staff work the correct amount of hours.			
	17 18					
	19	е	Establishing systems for the team to communicate.			
	20		Establishing systems for the team to communicate.			
						_ _
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		am: 8410-317 Leading and Managing People ne Remaining: 00:57:39 Question 4	Progress: []]]]]	0%	Finish
Guild		hich one of the following options shows a stage in the Maslow's Hierarchy of Needs?		1	
1		lect one option.			
3					
5					
7 8 9	а	Motivation.			ר
10 11	b	Stability.			٦
12 13 14	с	Responsibility.			\exists
15 16 17	d	Esteem.			٦
18 19					
20					
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	Exam: 8410-317 Leading and Managing PeopleProgress: 0%Time Remaining: 00:56:52Question 5	Finish
	A manager has identified that two team members are dissatisfied with their jobs.	
1	According to Herzberg's Two-Factor Theory, which of the following should be investigated to improve their satisfaction?	
2	Select one option.	
3		
4		
6		
8	The promotion opportunities available.	
9		
10 11	b How achievements are recognised.	
12		
13	C The current working conditions.	
14		
15 16		\equiv
17	How challenging the work is.	
18		
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20		
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0			am: 8410-317 Leading and Managing People	Progress: 0%	Finish
	Guilds		e Remaining: 00:56:34 Question 6		
		A t	eam has reached a point where individual working styles are starting to conflict and cause problem	ns.	A
		Ac	cording to Bruce Tuckman, what is this stage of team formation called?		
	2	Se	ect one option.		
	4				
	5				
	6				
	7 8	а	Performing.		
	9				J
	10	b	Storming.		\equiv
	11 12		Storming.		
	12	с			\equiv
	14	-	Norming.		
	15	d			\equiv
	16 17	u	Forming.		
	18				
	19				
	20				
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0	City		m: 8410-317 Leading and Managing People	Progress: []]]]]	0%	Finish
	Guilds		e Remaining: 00:56:13 Question 7			
		A te	eam of six people has been established for a new project and two members are already good frie	ends.		A
		Wh	at potential problems might this cause in the team's dynamics?			
	2	Sel	ect one option.			
	3		·			
	5					
	6					
	7					
	8	а	Other team members may feel excluded from the friendship, so the team divides into two.			
	9					
	10	b				\equiv
	11	~	The strongest personalities in the group could start to dominate quieter members.			
	12					
	13	С	The individuals who are friends would expect to become friends with everyone else.			
	14					
	16	d				\equiv
	17	-	The manager is likely to delegate to the friends because they work together well.			
	18					
	19					
	20					
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0			am: 8410-317 Leading and Managing Remaining: 00:55:57	z People Question 8		Progress: []]]]]	0%	Finish
		Lea	aders may choose to use a democratic lead	ership style with their teams.				
		Wh	at weaknesses does this style have?					
	2	Se	lect one option.					
	4							
	5							
	6 7							
	8	а	Team members do not have the chance to	o share their ideas with each oth	ner.			
	9							
	10	b	It leads to lower staff morale, engagement	t and staff leaving the organisati	on.			
	12							
	13 14	с	Team members have less opportunity to le	earn for themselves.				
	14							
	16	d	Things can potentially take longer, as even	ryone shares their opinions.				
	17							
	19							
	20							
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0	City <mark>&</mark> Guilds		e Remaining: 00:55:20 Question 9	Progress: []]]]]	0%	inish
		201	h century leadership theories have focused on different aspects of leadership.			
	1	WH	at was the main emphasis of theories developed in the 1960s/70s?			
	2	Se	ect one option.			
	5					
	6 7					
	8	а	Group - how leadership emerges and develops in small groups.			ר
	3					
	10	b	Contingency - adapting the leadership style to fit the situation.			รี
	11		Contingency - adapting the leadership style to fit the situation.			
	13	с				5
	14		Influence - the ways that leaders can convince others.			
	15 16	d				
	16	ŭ	Traits - the universal traits that are common to all leaders.			
	18					
	19					
	20					v
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City鋒 Guilds		am: 8410-317 Leading and Managing		Progress: []]]]]]	0% Finish
		e Remaining: 00:55:02	Question 10 uate employees that require a high level of supervision		
				•	_
2		at leadership style would be most effective	7		
3	Se	ect one option.			
4					
5 6					
8	а	Paternalistic.			
9					
10	b	Laissez-faire.			
11 12					
13	с	Authoritarian.			\equiv
14		Authoritarian.			
15 16	d				=
10	ŭ	Democratic.			
18					
19					
20					
					V
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	Guilds		e Remaining: 00:54:41	Question 11					
			en would a laissez-faire leadership style be	more effective than an authorita	arian style?			A	
	1 2	Sel	ect two options.						
	3								
	4								
	5								
	8	а	When employees have high levels of skills	s and experience.					
	9 10								
	10	b	When new employees need clear direction	n and support.					
	12								
	13	с	When team members have a mix of differe	ent skills.					
	14 15								
	16	d	When the leader does not have time to ma	anage staff				\equiv	
	17		when the leader does not have time to ma	anage stan.					
	18	e						\exists	
	20		When team members are able to work ind	ependently.					
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Guilds	Tim	e Remaining: 00:54:24	Question 12				nısn	
	Orç	anisations have different cultures and way	s of working.					
	Wh	at is a key feature of a clan culture?						
2	Sel	ect one option.						
3								
5								
6								
	а							
8	ŭ	It has a hierarchical structure.						
10								
11	b	It focuses on working together.					ר	
12							J	
13	с	It is focused on workplace results.					ר	
14 15								
16	d						รี	
17		It has an entrepreneurial approach.						
18								
19								
20								
							•	
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		am: 8410-317 Leading and Managing People F e Remaining: 00:54:09 Question 13	Progress:	0%	Finish
		ich internal factor cannot influence organisational culture?			
1 2 3	Sel	ect one option.			
4 5 6					
7 8 9	а	Economic environment.			
10 11 12	b	Organisational structure.			٦
13 14 15	с	Company values.			
16 17 18	d	Leadership role models.			
19 20					
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	ity <mark>&</mark> uilds		m: 8410-317 Leading and Managing People Remaining: 00:53:45 Question 14	Progress: []]]]	0% Finish	
			organisation has established an Adhocracy cultural style.			4
	1	Wh	at key individual behaviour is the organisation likely to encourage?			
_	2	Sel	ect one option.			
	4					
	5					
	6 7					
	8	а	Focusing on defined goals.			
	9 10					
	11	b	Following processes and procedures.			
	12 13					
	14	С	Caring for colleagues.			
	15					
=	16 17	d	Experimentation and innovation.		J	
	18					
=	19					
	20					Ŧ
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0	City Guilds		e Remaining: 00:53:29 Question 15	Progress: []]] 0	% Finish	
			ompany is making significant technological changes by introducing a range of new systems.			4
	1	Ho	v is this change most likely to affect organisational culture?			
	2	Se	ect one option.			
	4					
	5					
	6 7					
	8	а	Positively, all employees embrace the changes.			
	9					
	10	b	Negatively, all employees are happy with the current systems.			
	12					
	13 14	с	Positively and negatively, as employees have mixed reactions.			
	15					
	16	d	No change, as the culture has already been established.			
	17					
	19					
	20					
		_				Ŧ
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0			m: 8410-317 Leading and Managing P	eople		Progress: 0%	Finish
	Guilds	Tim	e Remaining: 00:53:12	Question 16			Fillian
		Ac	ompany has a Market style culture.				
		Ho	v is this likely to affect team working?				
	2	Sel	ect one option.				
	5						
	6						
	7 8	а	The team members support each other equa	lb.			
	9		The team members support each other equa	iny.			
	10	b					=
	11	0	The team members compete with each other	r.			
	12 13						
	14	С	The team members excel at researching new	v trends.			
	15						
	16	d	The team members focus on creating strong	bonds.			
	17						
	18						
	20						
							v
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			m: 8410-317 Leading and Managing People	Progress: 0%	Finish
G	uilds	Tim	e Remaining: 00:52:57 Question 17		
		Wh	ch is a characteristic of an effective human resource management system?		
		Sel	ect one option.		
_					
	3				
	5				
		~			
		а	Interprets how all employees are performing.		
	» 0				
=	1	b	Produces reliable data about employees.		
	2				J
	3	с	Makes recommendations for redundancies.		\equiv
=	4		makes recommendations for redundancies.		
	.5	d			=
1		u	Reviews salaries and makes adjustments.		
	.8				
	9				
2	0				
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	Exam: 8410-317 Leading and Managing	People		Progress:	0%	nish
Guilds	Time Remaining: 00:49:02	Question 18				
	An organisation is recruiting a new member of s	staff.				
1	What legal requirement should be adhered to?					
2	Select one option.					
3						
4						
6						
8	a Ensure pre-employment checks are done of	on time.				ר
9						
10	b Obtain a medical note from the job applica	nt				ĥ
11	Obtain a medical note from the job applica-	nt.				
13						2
14	C Obtain a reference from the applicant's pre	evious employer.				
15						J
16	d Check whether the job applicant is entitled	to work in the UK.				ן ר
17						
18						<u>ا</u>
19						
20						
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0			nm: 8410-317 Leading and Managing	g People		Progress: []]]]]]]	0%	Finish
	Guilds	Tim	e Remaining: 00:48:46	Question 19				Fillian
		Wh	ich of the following policies/documents are	necessary for an organisation to	comply with UK legal r	equirements?		
	1	Sel	ect two options.					
	2							
	3							
	5							
	6							
	7							_
	8	а	Employee Employment Contracts.					
	9							
	10 11	b	Customer Service Contracts.					
	12							
	13	c						\exists
	14		Employee Development Plans.					
	15 16							\exists
	17	d	Organisational Competencies.					
	18							
	19	e٢	Sickness Absence Policy.					
	20							
		`						
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0	City		m: 8410-317 Leading and Managin		I	Progress: []]] 0%	Finish
	Guilds		e Remaining: 00:29:19	Question 20			
		An	employee does not follow the organisation	n's Health and Safety guidelines	and refuses to change the	eir behaviour.	A
	20	Wh	at action should the manager take?				
	21 22	Sel	ect one option.				
	23						
	24						
	25						
	26 27	а	Implement the disciplinary procedure.				
	28		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,				
	29	b					\equiv
	30	0	Implement the grievance procedure.				
	31						
	32	С	Review Health and Safety policy.				
	33 34						
	35	d					\equiv
	36		Review the whistle-blowing policy.				
	37						
	38						
	39						
		_					
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0	City Guilds		m: 8410-317 Leading and Managing People		Progress: []] 09	% Finish
			e Remaining: 00:28:57 Question 21 at are the four stages of the GROW coaching model?			
	20	Se	ect one option.			
	21					
	23 24					
	25					
	26 27	а	Goals, Reality, Options, Way forward.			
	28 29	b				=
	30 31		Goals, Responses, Opportunities, Will.			
	32 33	с	Gestures, Reactions, Options, Wish.			
	34	d				=
	36	-	Grounding, Reality, Objectives, Where.			
	37 38					
	39					
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0			am: 8410-317 Leading and Managing People	Progress: 09	Finish
	Guilds		e Remaining: 00:28:41 Question 22		
		Wh	ich one is not a benefit of coaching in the workplace?		
	20	Se	ect one option.		
	22				
	23				
	24				
	25				
	26 27	а	It improves an individual's performance.		
	28				
	29	b	It develope exercises to necessaril learning		\equiv
	30		It develops openness to personal learning.		
	31 32	с			\equiv
	33	Ŭ	It improves motivation and engagement.		
	34				
	35	d	It prevents conflict within the team.		
	36 37				
	38				
	39				
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	Exam: 8410-317 Leading and Managing People Time Remaining: 00:28:23 Question 23	Progress: []]]]]]]	0% Finish
	Time Remaining: 00:28:23 Question 23 A team member has asked for a workplace coach to support their development.		
20	Why might coaching be more effective than attending an external training course?		
21	Select one option.		
23			
24 25			
25	a (
27 28	a It is always more effective than a training course.		
29			
30	It takes a lot less time to complete.		
32	C It can adapt to their specific development needs.		\equiv
33 34	it can adapt to their specific development needs.		
35	d It is a method of learning that suits everyone.		
36 37			
38			
39			
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0			am: 8410-317 Leading and Managing People	Progress: 0%	Finish
	Guilds		e Remaining: 00:28:01 Question 24		
			en should a manager not use coaching to develop a team member?		
	20 21	Se	ect one option.		
	22				
	23				
	24				
	25				
	26	а			
	27		When they are new to the role and have to learn new tasks.		
	28 29				
	30	b	When a team member has personal issues.		
	31				
	32	с	When learning needs are identified during a review meeting.		
	33				
	34 35	d			\equiv
	36	-	When a team member is struggling to learn a new system.		
	37				
	38				
	39				
		_			
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0	City <mark></mark> Guilds		e Remaining: 00:27:43 Question 25	Progress: []] 00	% Finish	
		A te	eam member has completed a learning styles questionnaire.			
	20	Ho	v can their identified learning preference benefit coaching?			
	21 22	Se	ect one option.			
	23 24					
	25					
	26 27	а	The team member can change their learning preference.			
	28					
	29 30 31	b	The team member can share their learning with others.			
	32 33	с	It can help identify the best coaching approach for the individual.		\equiv	
	34					
	35 36	d	It can ensure that the team member's role is interesting.			
	37		-			
	39					
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City鋒 Guilds		nn: 8410-317 Leading and Managing e Remaining: 00:27:10	Question 27	Progress: []]]]]]	0% Finish
	Wh	at is the difference between equality and div	versity?		
20	Se	ect one option.			
21 22					
23					
24 25					
26	а				
27	a	Equality is about fairness, such as universa within a workforce.	al access to employment, whereas diversity is about e	mbracing individual dif	ferences
29	b	~			
30	U	Equality is about managing everyone exact differently.	ctly the same, no matter who they are, whereas diversit	ty is about treating eve	eryone
31	с	Fauslik is about following valouent la sidet		different secondition and a	
33		based on the person interviewing.	tion during recruitment, and diversity is about choosing	different recruitment n	nethods,
34 35	d				
36		Equality is about gender differences, such some roles have different salary levels.	as paying equal wages to men and women, and diver-	sity is about understan	ding that
37		<u> </u>			
38					
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0			m: 8410-317 Leading ar		Progress: []]]]]]]	0% Finish
	Guilds		e Remaining: 00:26:50	Question 28		
		Und	ler the Equality Act (2010), w	which of the characteristics listed are protected?		4
	20	Sel	ect two options.			
	21					
	22					
	23 24					
	25					
	26					
	27	а	Age.			
	28					
	29	b				
	30		Refugee.			
	31	ļ				
	32 33	c	Obesity.			1
	34	l				
	35	d (Disability.			
	36		Disability.			
	37					
	38	e	Unmarried.			
	39	l				
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0	City	Exa	m: 8410-317 Leading and Managing People	2		Progress:	0%	Finish
	Guilds	Tim	Remaining: 00:26:38 Questio	n 29				Finish
		Wh	at approaches can leaders use to create an inclusive	e workplace?				
	20	Sel	ect two options.					
	21							
	23							
	24							
	25							
	26	а						
	28		Select people with similar attitudes to work for the o	organisation.				
	29							\exists
	30	b	Recruit staff of different race, gender, nationality an	d backgrounds.				
	31							
	32	С	Ask people to attend team meetings on a regular ba	asis.				ור
	33 34							
	35	d	Categorise staff according to their working styles ar	ad attitudes				- -
	36		Categorise star according to their working styles a	la attitudes.				
	37	e						\exists
	38 39	Ŭ	Role model behaviours that bring the organisation's	equality policies to life				
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	Guilds	Tim	e Remaining: 00:26:18	Question 30		
	20		der the Equality Act (2010) people tected characteristics.	are not allowed to discriminate, harass or	victimise another person because they have any of the	
	21	lf a	n employee fails to comply with th	ne legislation, which is a potential conseque	ence?	
	22	Sel	ect one option.			
	24					
	25 26					
	20	а	They may not be entitled to annu	ual leave.		ר
	28					J
	29 30	b	They may not be entitled to furth	er training and development.		ור
	31					J
	32 33	с	They may be blocked from being	g promoted in future.		ור
	34					J
	35 36	d	They may be liable to formal dis	ciplinary action.		ו
	36					J
	38					
	39					T
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Guilas	Tim	Remaining: 00:26:02 Q	uestion 31				
	Wh	at are the most appropriate actions that an em	ployee could take if they have	ve been discriminated aga	inst by their employ	er?	
20	Sel	ect two options.					
21							
22							
23							
24							
25							
26	а						
27	-	Immediately leave the organisation without no	otice.				
28)
30	b	Refuse to carry out the tasks they have been	allocated.				
31		,,,					
32						$ \longrightarrow$	
33	С	Complain about the offender to other team m	embers.				
34							
35	d						
36		Raise a formal complaint or grievance.					
37							l
38	е	Initiate an employment tribunal to claim comp	ensation.				
39							
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0	City Guilds		e Remaining: 00:25:42 Question 32	Progress: []]]]]]	0%	Finish
			nanager wants to agree goals and objectives with a team member.			
	20	Wh	at communication skills are most effective for creating a two-way discussion?			
	21	Sel	ect one option.			
	23					
	24					
	25 26					
	27	а	Asking closed questions and open body language.			
	28					
	29 30	b	Closed body language and stating own opinion.			\equiv
	31					
	32	с	Asking open questions and actively listening.			\equiv
	33		Asking open questions and actively listening.			
	34 35	d				\equiv
	36		Writing goals beforehand then sharing them.			
	37					
	38 39					
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Guilds	Tim	e Remaining: 00:25:23	Question 33		
	Wh	en reviewing an individual's pe	rformance, how can a manager confirm th	at the information/data used is valid and reliable?	
20	Sel	ect one option.			
21					
23					
24					
25					
26 27	а	By asking the employee to co	onfirm the accuracy of information.		h
28		by asking the employee to co	minimule accuracy of mormation.		
29	b				Ⅎ
30	Ũ	By seeking confirmation from	the team leader and team members.		
31 32					2
33	С	By reviewing performance aga	ainst the previous year's records.		
34					J
35	d	By asking the HR team to rev	iew data against the job description.		٦
36 37					J
38					
39					
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	Guilds	Tim	e Remaining: 00:25:04	Question 34		
		Αm	anager wishes to follow best practice gui	idelines for conducting a performance appraisal. Whi	ich of the following is best practice?	
	20	Sel	ect one option.			
	21					
	22					
	23					
	24					
	25					
	26	а				
	27	2	Focus on criticising poor performance ar	nd actions that are required to rectify this.		
	28					
	29 30	b	Get feedback from different people to un	derstand various perspectives		ור
	31					
	32					_
	33	С	Complete employee appraisals as an ac	tivity during a team meeting.		
	34					
	35	d				5
	36	-	Complete the appraisal documents with	out discussing them with individuals.		
	37					
	38					
	39					
		_				
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	Guilds	Tim	e Remaining: 00:24:29	Question 35					1
	20		eam member has been off work sick for ove n their GP for a long-term absence. What a		ager they have a Stater	ment of Fitness for W	ork (Fit	Note)	
	21	Sel	ect one option.						
	22 23								
	24 25								
	26	2							
	27	а	Contact regularly the employee to keep up	o-to-date.					
	29	b						\exists	
	30 31		Confirm the date for a return to work meet	ing.					
	32	с	File the Fit Note from their GP without che	ckina it.				\exists	
	33 34								
	35	d	Suggest the employee works part-time so	that they don't lose money.					
	36 37								
	38								
	39								v
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Guilds	Tim	e Remaining: 00:24:17 Question 36		Fillish
	W	at are the five features of the CORB's model of feedback?		
20 21 22	Se	ect one option.		
23 24 25 26				
27 28	а	Clear, Owned, Regular, Balanced, Specific.		
29 30 31	b	Considerate, Options, Relevant, Believable, Sensible.		
32 33 34	С	Constructive, Owned, Realistic, Balanced, Select.		
35	d	Clarity, Observed, Regular, Bearable, Specific.		
37 38 39				
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Oit	y <mark>8</mark>	Exa	am: 8410-317 Leading and Managing People	Progress:	0% Finish
Gu	ilds	Tim	e Remaining: 00:23:57 Question 37		Finish
		Wh	y is constructive feedback important in performance management?		
20 21 22 23 24		Sel	ect two options.		
25 26 27 28		а	It highlights the organisation's objectives to customers.		
29 30 31		b	It provides positive reinforcement about key strengths.		
32 33 34		С	It helps to identify areas for improving individual performance.		
35 36 37		d	It allows disciplinary action to be taken when required.		
38 39		e	It explains why some people are paid more than others.		
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	Guilds	Tim	Remaining: 00:23:43 Questio	n 38						
(According to Meredith Belbin, there are nine roles that people play within a team.								
1	20	Which three roles does he describe as 'People Orientated'?								
1	21	50	ect one option.							
	22	Sei	et one option.							
	23									
	24									
	25									
	26 27	а								
	28		Plant (PL), Monitor Evaluator (MI) and Specialist (S	P).						
ľ	29									
Ì	30	b	Team Worker (TW), Shaper (SH) and Plant (PL).							
ĺ	31									
1	32	с				\equiv				
1	33	-	Shaper (SH), Implementer (IMP) and Completer Fir	hisher (CF).						
	34									
	35	d	Co-ordinator (CO), Team Worker (TW) and Resour	ce Investigator (RI).						
	36									
	37									
	38									
	39									
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Oity8		Exam: 8410-317 Leading and Managing People	Progress: []]]]]]]	0%	Finish					
Guild	ls	Fime Remaining:00:23:28Question 39			Fillion					
	A manager holds 1:1 meetings with individuals, as well as meetings with the whole team.									
20		How would the 1:1 meetings differ from the whole team meetings?								
21		Select one option.								
22										
24										
25										
26										
27		1:1 meetings focus on organisational objectives.								
29					\exists					
30		1:1 meetings focus on individual goals and objectives.								
31										
32		C 1:1 meetings focus on networking opportunities.								
34										
35		1:1 meetings focus on sharing team reports.			5					
36		T. Theetings locus of sharing team reports.								
37										
39										
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	lds	S Time Remaining: 00:23:07 Question 40 An organisation is experiencing an increase in work and has recruited a temporary team for a 3-month period.									
				-			nin penoa.				
21		What key action/s should the manager take to get this team working quickly and efficiently?									
23		Sel	ect one option.								
24	j										
25											
26											
27 28		а	Drevide information and	our out recording	teele and terrete						
20			Provide information and	support regarding	tasks and targets.						
30	j	ь (\leq		
31		b	Provide a full induction to	o the organisation	and its values.						
32											
33		С	Conduct a team building	workshop to get t	the team working toge	ther.					
35											
36		d	M			t			\exists		
37			Manage the temporary to	eam in the same v	vay as the permanent	teams.					
38											
39											
40											
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