

## **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.

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What are team dynamics?

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Select **one** option.

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a Management techniques used to define team objectives.

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b Behaviours that teams adopt when instructed by a manager.

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c Training methods that help to build effective team working.

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d Invisible forces that operate between different people in a team.

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What should a manager do to maximise an employee's performance within the team?

Select **one** option.

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a Set objectives for the employee without involving them.

b Match employee's skills with tasks.

c Produce reports for senior managers.

d Provide support only during 1:1 meetings.

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A manager is responsible for managing a team of part-time staff who work different shift patterns.

What are the **two** most important aspects the manager needs to focus on to ensure business continuity?

Select **two** options.

a Continuity of the work tasks and efficient hand-offs.

b Lack of opportunities for the team to socialise.

c Responding to complaints about temporary contracts.

d Monitoring that staff work the correct amount of hours.

e Establishing systems for the team to communicate.

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Which one of the following options shows a stage in the Maslow's Hierarchy of Needs?

Select **one** option.

a Motivation.

b Stability.

c Responsibility.

d Esteem.

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A manager has identified that two team members are dissatisfied with their jobs.

According to Herzberg's Two-Factor Theory, which of the following should be investigated to improve their satisfaction?

Select **one** option.

a The promotion opportunities available.

b How achievements are recognised.

c The current working conditions.

d How challenging the work is.

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A team has reached a point where individual working styles are starting to conflict and cause problems.

According to Bruce Tuckman, what is this stage of team formation called?

Select **one** option.

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A team of six people has been established for a new project and two members are already good friends.

What potential problems might this cause in the team's dynamics?

Select **one** option.

a Other team members may feel excluded from the friendship, so the team divides into two.

b The strongest personalities in the group could start to dominate quieter members.

c The individuals who are friends would expect to become friends with everyone else.

d The manager is likely to delegate to the friends because they work together well.

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Leaders may choose to use a democratic leadership style with their teams.

What weaknesses does this style have?

Select **one** option.

a Team members do not have the chance to share their ideas with each other.

b It leads to lower staff morale, engagement and staff leaving the organisation.

c Team members have less opportunity to learn for themselves.

d Things can potentially take longer, as everyone shares their opinions.

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20th century leadership theories have focused on different aspects of leadership.

What was the main emphasis of theories developed in the 1960s/70s?

Select **one** option.

a Group - how leadership emerges and develops in small groups.

b Contingency - adapting the leadership style to fit the situation.

c Influence - the ways that leaders can convince others.

d Traits - the universal traits that are common to all leaders.

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A manager has been allocated a team of graduate employees that require a high level of supervision.

What leadership style would be most effective?

Select **one** option.

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When would a laissez-faire leadership style be more effective than an authoritarian style?

Select **two** options.

a  When employees have high levels of skills and experience.

b  When new employees need clear direction and support.

c  When team members have a mix of different skills.

d  When the leader does not have time to manage staff.

e  When team members are able to work independently.

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Organisations have different cultures and ways of working.

What is a key feature of a clan culture?

Select **one** option.

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Which internal factor **cannot** influence organisational culture?

Select **one** option.

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An organisation has established an Adhocracy cultural style.

What key individual behaviour is the organisation likely to encourage?

Select **one** option.

a Focusing on defined goals.

b Following processes and procedures.

c Caring for colleagues.

d Experimentation and innovation.

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A company is making significant technological changes by introducing a range of new systems.

How is this change most likely to affect organisational culture?

Select **one** option.

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A company has a Market style culture.

How is this likely to affect team working?

Select **one** option.

a The team members support each other equally.

b The team members compete with each other.

c The team members excel at researching new trends.

d The team members focus on creating strong bonds.

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Which is a characteristic of an effective human resource management system?

Select **one** option.

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An organisation is recruiting a new member of staff.

What legal requirement should be adhered to?

Select **one** option.

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Which of the following policies/documents are necessary for an organisation to comply with UK legal requirements?

Select **two** options.

a Employee Employment Contracts.

b Customer Service Contracts.

c Employee Development Plans.

d Organisational Competencies.

e Sickness Absence Policy.

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An employee does not follow the organisation's Health and Safety guidelines, and refuses to change their behaviour.

What action should the manager take?

Select **one** option.

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What are the four stages of the GROW coaching model?

Select **one** option.

a Goals, Reality, Options, Way forward.

b Goals, Responses, Opportunities, Will.

c Gestures, Reactions, Options, Wish.

d Grounding, Reality, Objectives, Where.

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Which one is **not** a benefit of coaching in the workplace?

Select **one** option.

- a It improves an individual's performance.
- b It develops openness to personal learning.
- c It improves motivation and engagement.
- d It prevents conflict within the team.

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A team member has asked for a workplace coach to support their development.

Why might coaching be more effective than attending an external training course?

Select **one** option.

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When should a manager **not** use coaching to develop a team member?

Select **one** option.

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A team member has completed a learning styles questionnaire.

How can their identified learning preference benefit coaching?

Select **one** option.

- a
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- c
- d

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What should an organisation do to meet the requirements of the Equality Act (2010)?

Choose the answer that does **not** apply.

Select **one** option.

- a  Make reasonable adjustments for a disabled employee.
- b  Ensure that all employees have a right to equal pay for equal work.
- c  Create personal training and development plans.
- d  Develop guidelines for equality and diversity policies.

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What is the difference between equality and diversity?

Select **one** option.

- a Equality is about fairness, such as universal access to employment, whereas diversity is about embracing individual differences within a workforce.
- b Equality is about managing everyone exactly the same, no matter who they are, whereas diversity is about treating everyone differently.
- c Equality is about following relevant legislation during recruitment, and diversity is about choosing different recruitment methods, based on the person interviewing.
- d Equality is about gender differences, such as paying equal wages to men and women, and diversity is about understanding that some roles have different salary levels.

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Under the Equality Act (2010), which of the characteristics listed are protected?

Select **two** options.

a Age.

b Refugee.

c Obesity.

d Disability.

e Unmarried.

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What approaches can leaders use to create an inclusive workplace?

Select **two** options.

- a  Select people with similar attitudes to work for the organisation.
- b  Recruit staff of different race, gender, nationality and backgrounds.
- c  Ask people to attend team meetings on a regular basis.
- d  Categorise staff according to their working styles and attitudes.
- e  Role model behaviours that bring the organisation's equality policies to life.

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Under the Equality Act (2010) people are not allowed to discriminate, harass or victimise another person because they have any of the protected characteristics.

If an employee fails to comply with the legislation, which is a potential consequence?

Select **one** option.

- a
- b
- c
- d



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What are the most appropriate actions that an employee could take if they have been discriminated against by their employer?

Select **two** options.

a  Immediately leave the organisation without notice.

b  Refuse to carry out the tasks they have been allocated.

c  Complain about the offender to other team members.

d  Raise a formal complaint or grievance.

e  Initiate an employment tribunal to claim compensation.

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A manager wants to agree goals and objectives with a team member.

What communication skills are most effective for creating a two-way discussion?

Select **one** option.

a Asking closed questions and open body language.

b Closed body language and stating own opinion.

c Asking open questions and actively listening.

d Writing goals beforehand then sharing them.

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When reviewing an individual's performance, how can a manager confirm that the information/data used is valid and reliable?

Select **one** option.

- a
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- c
- d



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A manager wishes to follow best practice guidelines for conducting a performance appraisal. Which of the following is best practice?

Select **one** option.

a Focus on criticising poor performance and actions that are required to rectify this.

b Get feedback from different people to understand various perspectives.

c Complete employee appraisals as an activity during a team meeting.

d Complete the appraisal documents without discussing them with individuals.

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A team member has been off work sick for over a week, and informs their manager they have a Statement of Fitness for Work (Fit Note) from their GP for a long-term absence. What action should the manager take?

Select **one** option.

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What are the five features of the CORB's model of feedback?

Select **one** option.

a Clear, Owned, Regular, Balanced, Specific.

b Considerate, Options, Relevant, Believable, Sensible.

c Constructive, Owned, Realistic, Balanced, Select.

d Clarity, Observed, Regular, Bearable, Specific.

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Why is constructive feedback important in performance management?

Select **two** options.

- a It highlights the organisation's objectives to customers.
- b It provides positive reinforcement about key strengths.
- c It helps to identify areas for improving individual performance.
- d It allows disciplinary action to be taken when required.
- e It explains why some people are paid more than others.

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According to Meredith Belbin, there are nine roles that people play within a team.

Which three roles does he describe as 'People Orientated'?

Select **one** option.

a Plant (PL), Monitor Evaluator (MI) and Specialist (SP).

b Team Worker (TW), Shaper (SH) and Plant (PL).

c Shaper (SH), Implementer (IMP) and Completer Finisher (CF).

d Co-ordinator (CO), Team Worker (TW) and Resource Investigator (RI).

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A manager holds 1:1 meetings with individuals, as well as meetings with the whole team.

How would the 1:1 meetings differ from the whole team meetings?

Select **one** option.

a 1:1 meetings focus on organisational objectives.

b 1:1 meetings focus on individual goals and objectives.

c 1:1 meetings focus on networking opportunities.

d 1:1 meetings focus on sharing team reports.

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An organisation is experiencing an increase in work and has recruited a temporary team for a 3-month period.

What key action/s should the manager take to get this team working quickly and efficiently?

Select **one** option.

a Provide information and support regarding tasks and targets.

b Provide a full induction to the organisation and its values.

c Conduct a team building workshop to get the team working together.

d Manage the temporary team in the same way as the permanent teams.

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