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.

All information is copyright ILM and The City and Guilds of London Institute.
What are team dynamics?

Select one option.

a. Management techniques used to define team objectives.

b. Behaviours that teams adopt when instructed by a manager.

c. Training methods that help to build effective team working.

d. Invisible forces that operate between different people in a team.
What should a manager do to maximise an employee's performance within the team?

Select one option.

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.
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.
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.
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.
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.

a. Performing.
b. Storming.
c. Norming.
d. Forming.
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.
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.
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.
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.

a. Paternalistic.

b. Laissez-faire.

c. Authoritarian.

d. Democratic.
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.
Organisations have different cultures and ways of working.

What is a key feature of a clan culture?

Select one option.

a. It has a hierarchical structure.

b. It focuses on working together.

c. It is focused on workplace results.

d. It has an entrepreneurial approach.
Which internal factor **cannot** influence organisational culture?

Select **one** option.

- Economic environment.
- Organisational structure.
- Company values.
- Leadership role models.
An organisation has established an Adhocracy cultural style.

What key individual behaviour is the organisation likely to encourage?

Select one option.

- Focusing on defined goals.
- Following processes and procedures.
- Caring for colleagues.
- Experimentation and innovation.
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.

a. Positively, all employees embrace the changes.

b. Negatively, all employees are happy with the current systems.

c. Positively and negatively, as employees have mixed reactions.

d. No change, as the culture has already been established.
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.
Which is a characteristic of an effective human resource management system?

Select one option.

a. Interprets how all employees are performing.

b. Produces reliable data about employees.

c. Makes recommendations for redundancies.

d. Reviews salaries and makes adjustments.
An organisation is recruiting a new member of staff.

What legal requirement should be adhered to?

Select one option.

a. Ensure pre-employment checks are done on time.

b. Obtain a medical note from the job applicant.

c. Obtain a reference from the applicant's previous employer.

d. Check whether the job applicant is entitled to work in the UK.
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.
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.

a. Implement the disciplinary procedure.
b. Implement the grievance procedure.
c. Review Health and Safety policy.
d. Review the whistle-blowing policy.
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.
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.
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.

a. It is always more effective than a training course.

b. It takes a lot less time to complete.

c. It can adapt to their specific development needs.

d. It is a method of learning that suits everyone.
When should a manager not use coaching to develop a team member?

Select one option.

a. When they are new to the role and have to learn new tasks.
b. When a team member has personal issues.
c. When learning needs are identified during a review meeting.
d. When a team member is struggling to learn a new system.
A team member has completed a learning styles questionnaire.

How can their identified learning preference benefit coaching?

Select one option.

a. The team member can change their learning preference.

b. The team member can share their learning with others.

c. It can help identify the best coaching approach for the individual.

d. It can ensure that the team member’s role is interesting.
What should an organisation do to meet the requirements of the Equality Act (2010)?

Choose the answer that does not apply.

Select one option.

- Make reasonable adjustments for a disabled employee.
- Ensure that all employees have a right to equal pay for equal work.
- Create personal training and development plans.
- Develop guidelines for equality and diversity policies.
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.
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.
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.
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. They may not be entitled to annual leave.

b. They may not be entitled to further training and development.

c. They may be blocked from being promoted in future.

d. They may be liable to formal disciplinary action.
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.
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.
When reviewing an individual's performance, how can a manager confirm that the information/data used is valid and reliable?

Select one option.

a. By asking the employee to confirm the accuracy of information.

b. By seeking confirmation from the team leader and team members.

c. By reviewing performance against the previous year's records.

d. By asking the HR team to review data against the job description.
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.
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.

a. Contact regularly the employee to keep up-to-date.

b. Confirm the date for a return to work meeting.

c. File the Fit Note from their GP without checking it.

d. Suggest the employee works part-time so that they don't lose money.
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.
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.
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).
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.
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.