

BCS Professional Certificate in Team Leadership

Specimen Paper A

Record your surname/last/family name and initials on the Answer Sheet.

Specimen paper only. 7 multiple-choice questions – 2 marks awarded to each question. Mark only one answer to each question.

There are no trick questions.

Pass mark is 26/40 for exam paper.

A number of possible answers are given for each question, indicated by either **A. B. C. or D.**

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- 1 A Senior Business Analyst, Julia Preece, has taken over leadership of a new team. Julia knows many of the team members and has decided to adopt a friendly approach, treating them as peers rather than her staff. Which of the following will be a problem for a leader who adopts such a 'country club' leadership style as defined in the Blake-Mouton grid?
- A Content workforce/low productivity.
 - B Discontented workforce/high productivity.
 - C Discontented workforce/low productivity.
 - D Content workforce/high productivity.
- 2 A conflict has arisen between Julia Preece and another Team Leader. She has decided to use the Thomas-Kilmann MODE instrument as a way of resolving the conflict. Which of the following is **NOT** one of the conflict positions defined by Thomas-Kilmann?
- A Competing.
 - B Collaborating.
 - C Compromising.
 - D Cooperating.

Scenario One (used for the following questions)

Professional Certificate Distribution Ltd. (PCD) is an organisation that works with professional bodies to issue examination results and certificates securely. PCD provides online access to examination records for individual candidates, their employers, universities and the professional bodies. Recently, PCD has been growing as an organisation and as a result, the IT department has expanded and it has been decided to extend the BA practice.

3 One of the reasons for the growth of PCD has been the appointment of a new Chief Executive, George Langley. George feels that he needs to be a catalyst for very significant change across the organisation and this leadership approach has been very successful in driving increased sales of PCD services. Which of the following leadership theories is George's approach aligned with?

- A** Great Man.
- B** Situational.
- C** Transactional.
- D** Transformational.

4 Bill Jameson (Head of Business Analysis) has been criticised by some PCD executives recently. He has pointed out that the BA Practice has suffered from a lack of mentoring and team development for several years, a situation that he is now addressing in order to improve the morale of each of the BAs. Which of Adair's aspects of leadership is Bill Jameson failing to address when adopting this approach?

- A** The individual.
- B** The task.
- C** The leader.
- D** The project.

5 Anne Barnett has been coaching Bill Jameson on improving the impact he makes when presenting to senior management. She has discussed the Mehrabian elements of communication to help Bill to focus on improving the most important area first. Which of the following is the order showing the relative importance of Mehrabian's elements (highest to lowest level of importance)?

- A** Body Language, Tone of voice, Words.
- B** Tone of voice, Body Language, Words.
- C** Tone of voice, Words, Body Language.
- D** Words, Tone of voice, Body Language.

- 6 One of the problems facing the BA Practice is that there is quite often conflict amongst the stakeholders who are internal to PCD. The Thomas-Kilmann MODE instrument has been suggested by the CIO, Sandy Lucas, as it includes a number of generic positions which parties to a conflict may adopt. Which of the following is such a conflict position?
- A Allowing.
 - B Addressing.
 - C Acquiescing.
 - D Avoiding.
- 7 Which of the following **SHOULD** Bill Jameson use to set well-formed goals for his staff?
- A SMART.
 - B GROW.
 - C Maslow's hierarchy.
 - D Adair's three circles.

-End of Paper-

Answer Key

Question	Answer
1	A
2	D
3	D
4	B
5	A
6	D
7	A