



Date: 03-05-2023

Dept. No.

Max. : 100 Marks

Time: 01:00 PM - 04:00 PM

PART – A

Answer ALL questions

(20 x 1.5 = 30 Marks)

**Q.
No**

- 1 The public sector is normally concerned with:
A making profit from the sale of goods
B providing services to specific groups funded from charitable donations
C the provision of basic government services
D raising funds by subscriptions from members to provide common services.
- 2 Consider the following list of different organisations:
(i) Government departments (ii) Partnerships (iii) Charities (iv) Companies
Which of these organisations would normally be classified as BOTH a not-for-profit organisation AND a private sector organisation?

A (i) and (iii) only
B (iii) only
C (i) only
D (ii) and (iii) only
- 3 Which of the following statements regarding the entrepreneurial structure is correct?
A It usually allows for defined career paths for employees
B It often enjoys strong goal congruence throughout the organisation
C It can normally cope with significant diversification and growth
- 4 H Co makes a variety of unrelated products, including bicycles, furniture and electronics. It is aware that each of these products requires very different strategies and functions. H wishes to use a structure that will allow for each product to be managed separately, but wishes to minimise its overall administrative costs.
Which of the following organisational structures would be most appropriate for H Co to adopt?
A Divisional
B Entrepreneurial
C Functional
D Matrix
- 5 Offshoring refers to the transfer of existing staff members to other countries with lower wage rates.
Is this statement TRUE or FALSE?
A True B False
- 6 Stark Limited is a company that currently manufactures metal tubing. It has recently decided to open a series of new manufacturing plants within country H which it believes will help it to break into the European market.
Which level of strategy planning would this decision relate to?
A Functional
B Strategic
C Tactical
D Operational
- 7 Printers are available to buy very cheaply. However the cartridges required to operate them are expensive. What kind of pricing strategy are the printer manufacturers using?
A Price penetration

- B Price skimming
- C Captive product pricing
- D 'Going rate' pricing

8 . Promotion is about encouraging customers to buy the organisation's products or services by moving them through four stages:

- (i) Action
- (ii) Awareness
- (iii) Desire
- (iv) Interest

What is the correct order for these four stages?

- A (ii), (iv), (iii), (i) B (i), (iv), (iii), (ii) C (iv), (ii), (iii), (i)
- D (ii), (iii), (iv), (i)

9 . John begins a new job at a company. He discovers that, unlike his previous job, all staff members dress casually. According to Schein, which level of culture is John observing?

- A Artefacts
- B Espoused values
- C Informal rules
- D Basic assumptions

10 According to Handy's theory, in the person culture which of the following would be correct?

- A Contribution made by each employee is recognised and appreciated
- B Status symbols are there to remind staff of their place
- C People believe that if they meet their job requirement, they will slowly progress to the senior management
- D Rules are put in place and must be strictly followed by all

11 'The _____ is the network of relationships that exist within an organisation and arises through common interests and friendships between members of staff.'

Which word fits the gap in the above definition?

grapevine/scalar chain/ informal organisation

12 Spreadsheet packages are primarily used to analyse and sort data.

Is this statement TRUE or FALSE?

- A True
- B False

13 A is a large company whose shares are owned by a large number of individual investors, who do not wish to engage with company's decision making despite having full rights to do so. When using Mendelow's matrix this stakeholder group would be classed as:

- A minimal effort
- B keep informed
- C keep satisfied
- D Key Players

14 Supra-national sources of legal authority include:

- A United Nations resolutions
- B US legislation
- C UK Government legislation
- D UK High Court decisions

15 E Co manufactures a single product. Which of the following would indicate that the product will have a low price elasticity of demand?

- A Customers spend a high proportion of their incomes on the product
- B Customers don't see the product as being a necessity
- C Customers tend to buy the product by habit
- D Customers have a number of substitute products that they can choose from

- 16 High industry fixed costs would NOT be expected to be an issue within which one of Porter's five forces?
- A Competitive rivalry
 - B Threat of substitutes
 - C Barriers to entry
 - D Power of customers
- 17 A profession must have an ethical code to which it requires compliance.
- Is this statement TRUE or FALSE?
- A True
 - B False
- 18 Which of the following is a value that organisations try to encourage within their corporate culture in order to encourage staff to act ethically?
- A Empowerment
 - B Integrity
 - C Satisfaction
 - D Objectivity
- 19 Which of the following is NOT one of the "capitals" used in integrated reporting?
- A Intellectual capital
 - B Environmental capital
 - C Natural capital
 - D Human capital
- 20 It is considered to be best practice for the internal auditors of a large company to report directly to:
- A the board of directors
 - B the external auditors
 - C the shareholders
 - D the audit committee

Part - B

Answer ALL questions

(2 x 5 = 10 Marks)

- 21 Y has decided to examine the idea of outsourcing its functions in more detail. Y's management team have been told that there are four distinct types of outsourcing. The following sentences contain gaps which specify a particular type of outsourcing. Y is considering outsourcing some of its call centre activities to GH Co. GH will provide 1 outsourcing, with GH operators taking calls from new customers looking to purchase a policy. Y's existing staff will deal with existing customer renewals, queries and complaints.
- (i) Select the type of outsourcing that appropriately fills gap 1 above.**
total/project management/ad hoc/partial*
*delete as appropriate
- Y has been approached by another company, HG Co, which has offered to provide extra call centre staff in the month of January – which is the busiest time of year for Y. This 2 outsourcing would help Y to avoid losing customers due to the long delays customers can face on the phone during this month.
- (ii) Select the type of outsourcing that appropriately fills gap 2 above.**
total/project management/ad hoc/partial*
*delete as appropriate
- 22 PPR's Information Manager (IM) has identified four major types of information system that the company may wish to adopt. The following sentences from PPR's IM report contain gaps.

'PPR has a till system which records each sale made through the day. At the end of the day, this _1_ summarises all the information on sales for the day and produces a report.'

(i) Select the term that appropriately fills gap 1 above.

management information system/expert system/transaction processing system/decision support system* *delete as appropriate 'PPR's _2_ enables us to quickly calculate our tax bill for the year. We have complex rules we need to follow with this calculation and they are all pre-programmed into this system.'

(ii) Select the term that appropriately fills gap 2 above.

management information system/expert system/transaction processing system/decision support system* *delete as appropriate

Part - C

Answer ALL the questions

(3 x 20 = 60 Marks)

- 23 (A) Explain Porter's five forces model.
(B) Explain how the law promotes and protects health and safety in the workplace.
- 24 (A) Identify the different categories of control activities.
(B) Describe leadership Styles and contexts using the models of Ashbridge and Blake and Mouton.
- 25 (A) Identify the key threats to ethical behavior.
(B) Briefly explain how artificial intelligence (AI) in accounting systems can affect the role and effectiveness of accountants.
