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Question 1

Question Type: MultipleChoice

AW is a newly appointed manager of the accounts department in organisation S. Her appointment has been well received by members of the department who recognise AW as a skilled and well qualified accountant.

However, AW has been frustrated by progress in departmental team meetings which tend to be unruly, unproductive and disorganised. AW recognises a need to improve the effectiveness of the meetings.

Which THREE actions should AW take in order to have more effective meetings?

Options:

- A- Produce an agenda at the meeting
- B- Determine the purpose of the meeting
- C- Publish lengthy and detailed minutes
- D- Manage the plan of action
- E- Establish who should attend
- F- Allow attendees to talk through issues with each other independent of the chairperson

Answer:

B, D, E

Question 2

Question Type: MultipleChoice

The advantages of effective delegation include which THREE of the following?

Options:

- A-** Workloads of managers are reduced with subsequent reduction in stress.
- B-** The aspiration through eventual promotion of subordinates who accept delegated duties must be met.
- C-** Managers are left free to carry out non-routine tasks while passing on more routine tasks to subordinates.
- D-** Training of subordinates is assisted by the delegation of tasks and is thus a very effective method of training.
- E-** Effective delegation can be achieved by assigning agreed tasks, specifying performance levels and ensuring they are understood.

Answer:

A, C, D

Question 3

Question Type: MultipleChoice

Mintzberg describes various forms of strategy and labels each form. Which of the following options contains the correct matching of label with description?

Options:

- A- Plan = means of identifying place in the environment/market
- B- Perspective = manoeuvre in a competitive business game
- C- Pattern = consistent behaviour over time
- D- Ploy = a path to get from here to there

Answer:

C

Question 4

Question Type: MultipleChoice

Which of the following are influential drivers of outsourcing?

Select ALL that apply.

Options:

A- Cost savings

B- Synchronised deliverables

C- New skill sets

D- Rapid growth

Answer:

A, C, D

Question 5

Question Type: MultipleChoice

FR Company is undertaking analysis of its competitors. One part of its analysis will investigate its supplier whose products satisfy the same customer needs, but are technically quite different. Which of the following levels of competitors does this relate to?

Options:

- A- Generic competitors
- B- Industry competitors
- C- Form competitors
- D- Brand competitors

Answer:

C

Question 6

Question Type: MultipleChoice

Someone who is assertive and uncooperative is using which conflict handling strategy?

Options:

- A- Competing
- B- Avoiding
- C- Collaborating
- D- Accommodating

Answer:

A

Question 7

Question Type: MultipleChoice

Stimulating conflict can provide benefits for the organisation. Select ALL of the following that apply.

Options:

- A- Moderate levels of conflict will prevent an organisation from stagnating.
- B- It is a means by which to bring about innovation and change.
- C- It facilitates bringing problems to the surface so that they can be dealt with.

D- It brings about a much higher level of tension that might be constructive.

Answer:

A, B, C

Question 8

Question Type: MultipleChoice

A fundamental concept of the successful use of a Balanced Scorecard is:

Options:

A- to continually increase the number of performance indicators used to manage the business.

B- to sometimes use a traffic light system to help prioritise activities in the scorecard.

C- to see the scorecard as a technique for formulating strategy.

D- to ensure that the scorecard consists of leading indicators of performance only.

Answer:

B

Question 9

Question Type: MultipleChoice

The advantages of embedding the finance function within the business unit include which THREE of the following?

Options:

- A-** It allows the accountant to provide information specific to a particular business unit with greater efficiency.
- B-** It prevents duplication of effort across the organisation.
- C-** It enables strong relationships to be developed between the accountant and the rest of the management team within a particular business unit.
- D-** It means that the accountant is able to develop best practice that can be of benefit to the whole company.
- E-** It allows the accountant to build up detailed local knowledge and understanding of the business unit.

Answer:

A, C, E

Question 10

Question Type: MultipleChoice

Which THREE of the following would be considered as reasonable expectations of the mentoring process, for the mentee?

Options:

- A- Career enhancement
- B- Solving all problems
- C- Support with new challenges
- D- Discipline would be dispensed if they make a mistake
- E- Personal development

Answer:

A, C, E

Question 11

Question Type: MultipleChoice

Barney (1991) identified four criteria necessary for a resource to be classed as unique and thus give competitive advantage. One of these is that it shouldn't be substitutable and another is that it should be rare.

Which TWO of the options below make up the list of four?

Options:

- A- Valuable
- B- Imperfectly Imitable
- C- Perfectly Imitable
- D- Costly to obtain

Answer:

A, B

Question 12

Question Type: MultipleChoice

A company displaying creativity in its workforce, and an ability to react to the dynamic environment in which it operates, is most likely to avoid which of the approaches to strategy formulation listed below?

Options:

A- Emergent

B- Freewheeling opportunism

C- Rational

D- Incremental

Answer:

C

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