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**Shared by Kane on 12-12-2023**

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# Question 1

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**Question Type:** MultipleChoice

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A company is currently at the stage of organising the data which is captured within the big data process. What will they need to do next in order to complete all stages?

Select ALL that apply.

## Options:

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- A-** The data will need interpreting, so it can be used to answer questions and help illustrate results
- B-** The data will need to be illustrated in a clear and digestible format
- C-** A search system will need to be implemented in order to search across the vast data landscape
- D-** Data must be shared, allowing the relevant people access to the information produced
- E-** The type of data needed will be identified and provision made for recording it
- F-** Provision needs to be made to retain the vast amounts of information the big data process produces

## Answer:

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A, B, C, D

## Question 2

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### Question Type: MultipleChoice

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A publishing business prints thousands of books every week. The Managing Director employed Taylor's Principles of Scientific Management in order to run the business efficiently. Which of the following would not have

been initiatives he would have introduced into the business?

Select ALL that apply.

### Options:

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- A- There was a focus on rewarding teams on each of the print presses for good performance
- B- Jobs were re-allocated on a monthly basis to maintain motivation
- C- Procedures were quickly adapted for flexibility when volumes increased
- D- All roles on the printing presses were analysed and the optimum method of working identified
- E- The employees on the production line were selected based on their physical capability to operate heavy print presses
- F- The managers spent most of their time planning the production to make it as efficient as possible
- G- Workers on the print presses followed the set procedures so need little supervisions

**Answer:**

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A, B, C

## Question 3

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**Question Type:** MultipleChoice

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A major innovation has occurred in the automotive industry. Wheels are now available which are guaranteed to not wear for at least five years.

Ben runs a chain of garages that sell new and second hand parts for cars, buses, trains and planes. His competitors are slow to react to the new innovation so Ben decides to follow an emergent approach to strategy.

Which of the following actions is Ben likely to take?

Select ALL that apply.

**Options:**

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- A-** Ben changes his original business plan and responds to the innovation by stocking the new wheels in his garages.
- B-** Ben undertakes an analysis of the automotive industry before making a decision on whether to invest in the new wheels.
- C-** Ben immediately purchases all the wheels available and then generates a plan to market them.

**D-** Ben decides to purchase 100 units of the new wheels and will closely monitor how many of these sell.

**Answer:**

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A

## Question 4

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**Question Type: MultipleChoice**

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A manager is introducing a new bonus scheme into the business that will affect all employees.

Using Likert's model he follows a benevolent authoritative style of management.

Which of the following best describes the way he introduced the new bonus scheme?

**Options:**

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**A-** He made the decision to introduce the new scheme and enforced it across the business with no discussion or debate.

**B-** He makes the decision to introduce the new scheme and sells the idea to employees in order to get buy-in.

**C-** He asks for suggestions on whether to introduce the scheme but makes the final decision

**D-** He allows staff to make the decision but offers support and advice.

**Answer:**

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A

## Question 5

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**Question Type: MultipleChoice**

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Which term best describes the structure where the finance function is carried out by an external party?

**Options:**

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**A-** Internal outsourcing

**B-** Business process outsourcing

**C-** Shared service centre

**D-** Embedded function

**Answer:**

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B

## Question 6

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**Question Type:** MultipleChoice

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In preparation for listing on the UK stock market a company has started to set up the various committees needed to comply with the UK Corporate Governance Code.

It has identified the need for an Audit Committee and has listed the characteristics below but are not sure if they are all correct.

Which of the options below is NOT a characteristic of the Audit Committee?

### **Options:**

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- A-** Sets the external audit fee
- B-** Comprises of non-executive directors
- C-** Comprises of a majority of non-executive directors
- D-** Recommends appointment and removal of external auditors

### **Answer:**

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C

## Question 7

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**Question Type:** MultipleChoice

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According to Belbin, winning teams display which THREE of the following characteristics?

### Options:

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- A- A good range of mental ability spread across the team
- B- Individuals with no clearly defined role profile
- C- A match between team roles and personal attributes
- D- Ability to compensate for role imbalances
- E- Individual members who are each able to fulfill all of Belbin's roles

### Answer:

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A, C, D



## Question 8

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### Question Type: MultipleChoice

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A manager was in conflict with employees about annual leave arrangements. He wanted to have two weeks in the summer when the factory was closed and all employees had to take two of their four week annual allowance.

Employees were resistant to this change as they wanted flexibility in when they took their holidays.

This conflict went on for sometime as the manager avoided resolving the issue. They have recently however, collaborated and agreed that only one week would be required to be taken as holiday in the summer when the

factory closed and the employees would get two days extra holiday throughout the rest of the year \* a win-win situation!

Using Thomas-Kilmann's conflict mode instrument, what changed in the way this conflict was handled?

### Options:

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- A- Both assertiveness and co-operativeness increased.
- B- Assertiveness increased but co-operativeness remained low.
- C- Co-operativeness increased but assertiveness remained low.
- D- Assertiveness fell and co-operativeness increased.

**E-** Co-operativeness fell and assertiveness increased.

**F-** Both co-operativeness and assertiveness fell.

**Answer:**

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A

## Question 9

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**Question Type: MultipleChoice**

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Which of the following statements relate to Handy's role culture?

Select ALL that apply.

**Options:**

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**A-** People act in accordance with rules and requires of their position.

**B-** There is a formal structure with clear responsibilities for each individual.

**C-** Individuals operate independently.

**D-** Organisations exist to satisfy the requirements of the individual.

**E-** There are few procedures or rules.

**Answer:**

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A, B

## Question 10

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**Question Type: MultipleChoice**

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What are the disadvantages of a divisional organisational structure? Select ALL that apply.

**Options:**

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**A-** Knowledge may not be shared between different divisions

**B-** Divisions may end up competing with each other

**C-** Potential duplication of activities may occur

**D-** There may be a lack of specialisation on a particular product

**E-** It can be difficult to undertake expansion in the form of new divisions

**F-** It is difficult to develop managers due to a lack of responsibility in their roles

**Answer:**

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A, B, C

## Question 11

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**Question Type:** MultipleChoice

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A leader of a new project at a marketing agency believes that good leadership requires focus on both the task needs and individual needs.

Based on Adair's action-centered leadership theory, which of the following skills is the leader less likely to have due to this?

Select ALL that apply.

**Options:**

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**A-** Setting performance standards

**B-** Checking performance against plan

**C-** Controlling quality of work

**D-** Training and mentoring

**E-** Building team spirit

**F-** Ensuring communication within group

**Answer:**

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A, B, C, D, E, F

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