

# Managing People and Systems

ACCA CERTIFIED ACCOUNTING TECHNICIAN EXAMINATION

ADVANCED LEVEL

FRIDAY 11 JUNE 2004

## QUESTION PAPER

Time allowed **2 hours**

ALL FIVE questions are compulsory and **MUST** be answered

**Do not open this paper until instructed by the supervisor**

**This question paper must not be removed from the examination hall**

The Association of Chartered Certified Accountants

515  
Paper



**Section A – ALL FIVE questions are compulsory and MUST be attempted**

1 Organisations can be described as open systems, interacting with a variety of different stakeholders in an ever changing environment.

**Required:**

- (a) Explain what you understand by the term 'stakeholders'. (2 marks)
- (b) Identify and describe three key stakeholders of an organisation and briefly explain their relationship with the organisation. (6 marks)
- (c) Identify and briefly explain the key external environmental influences which might impact on any organisation and its stakeholders. (6 marks)
- (d) Give examples of how any two of the influences you have described in part (c) might impact on your organisation, or an organisation with which you are familiar. (6 marks)

**(20 marks)**

2 You have been asked to undertake a review of how the purchasing of stationery and computer consumables is undertaken within your organisation, or one with which you are familiar, with a view to controlling the process more effectively.

**Required:**

- (a) Identify and explain the key stages in the purchasing cycle that you might expect to see when undertaking this review. (8 marks)
- (b) Make recommendations to your manager about the type of controls which could be implemented at three of the stages you have identified above. (12 marks)

**(20 marks)**

3 Effective team working is an increasingly important aspect of organisational life.

**Required:**

- (a) Outline the key characteristics/features of effective teams. (8 marks)
- (b) Identify and explain the key stages of group development as identified by Tuckman. Your explanation should include reference to the role of the group leader at each stage. (12 marks)

**(20 marks)**

4 You have been asked by your manager to write instructions for a new member of staff who is taking up their first appointment since leaving college.

**Required:**

- (a) Write a memo to the new member of staff which identifies and explains how to use three different approaches to personal work planning. (10 marks)
- (b) Explain the main techniques and tools the new member of staff could use to help them manage their time as effectively as possible. (10 marks)

**(20 marks)**

- 5 The International Labour Organisation estimates that each year, more than two million people die of work related accidents and illnesses.

**Required:**

- (a) **Outline the role of training in raising awareness of health and safety issues.** (8 marks)
- (b) **Describe the respective roles and responsibilities of senior management, the supervisor and the individual in promoting health and safety within the organisation.** (12 marks)

**(20 marks)**

**End of Question Paper**