Managing People and Systems

ACCA CERTIFIED ACCOUNTING TECHNICIAN EXAMINATION

ADVANCED LEVEL

FRIDAY 11 JUNE 2004

QUESTION PAPER

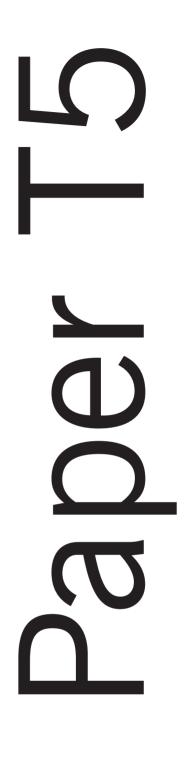
Time allowed 2 hours

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





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)

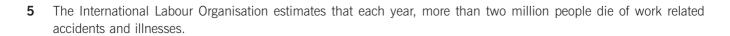
(20 marks)

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)



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