

# Managing People and Systems

ACCA CERTIFIED ACCOUNTING TECHNICIAN EXAMINATION

ADVANCED LEVEL

FRIDAY 9 JUNE 2006

## QUESTION PAPER

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Time allowed **2 hours**

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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

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Paper



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

1 Every organisation interacts with its external environment.

**Required:**

(a) **Identify four external environmental influences which can affect any organisation.** (8 marks)

(b) **Explain fully, with the use of examples, how any two of those external influences identified in part (a) above, might affect your own organisation, or one with which you are familiar.** (12 marks)

**(20 marks)**

2 Management information is used for a wide variety of purposes. Three main functions of management where management information can be useful are planning, control and decision-making.

**Required:**

(a) **Explain how management information can assist in each of the three areas identified above.** (12 marks)

(b) **Identify and describe four key internal sources of management information.** (8 marks)

**(20 marks)**

3 Robert Blake and Jane Mouton carried out research (The Ohio State Leadership Studies) into managerial behaviour and developed a grid to explain their findings.

**Required:**

(a) **What are the two essential dimensions of Blake and Mouton's managerial grid?** (4 marks)

(b) **Identify and explain any two of the styles of management shown in the grid.** (10 marks)

(c) **Identify and briefly explain two practical applications of the grid.** (6 marks)

**(20 marks)**

4 Communication underpins everything you do at work. Effective communication is a two way process and is often shown as a cycle.

**Required:**

(a) **Explain, with the aid of a diagram, the communication process/cycle.** (8 marks)

(b) **Identify four barriers to effective communication.** (4 marks)

(c) **Identify four ways in which management could improve communication in an organisation.** (8 marks)

**(20 marks)**

**5** The International Labour Organisation (ILO) has never accepted that disease and injury are an inevitable part of working life.

**Required:**

**(a) Identify four reasons why health and safety should be important to all organisations.** (4 marks)

**(b) What responsibilities do individuals have to ensure a healthy and safe working environment?** (8 marks)

**(c) What responsibilities do organisations have to ensure a healthy and safe working environment?** (8 marks)

**(20 marks)**

**End of Question Paper**