

General Comments

This represented the sixth diet and reflected a familiar style of questions with identical section weightings to the May 2007 paper. In line with previous performance, candidates scored heavily on Part A (Question 1). It was not unusual to see maximum or near maximum marks for sub-questions 1.1 to 1.10. There was, however, a mixed performance in the remainder of the paper. Part C (Questions 3 and 4) were particularly poorly answered.

SECTION A – 40 MARKS

ANSWER ALL FIFTEEN SUB-QUESTIONS

- Questions 1.1 to 1.10 are worth 2 marks each (20 marks in total)
- Questions 1.11 to 1.15 are worth 4 marks each (20 marks in total)

Question 1.1

Activities aimed at attracting a number of suitable candidates interested in joining an organisation are called

- A** human relationship marketing.
- B** recruitment.
- C** selection.
- D** human capital harvesting.

(2 marks)

The answer is **B**

Question 1.2

The expectations that the individual and the organisation have of one another is referred to as

- A** a hygiene factor.
- B** a psychological contract.
- C** dual theory motivation.
- D** a person specification.

(2 marks)

The answer is **B**

Question 1.3

Hammer and Champy identified the main themes of Business Process Re-engineering as

- A** process re-orientation, creative use of IT, ambition and rule-breaking.
- B** effective process documentation, control and incentive bonus schemes.
- C** documentation, a clear business ethos, and an investment in training.
- D** process review and enlightened HR practices.

(2 marks)

The answer is **A**

Question 1.4

Within the context of information systems, the term “peripheral” refers to

- A** a hardware device that is added to expand functionality.
- B** an insignificant computer output.
- C** an outsourced staffing arrangement.
- D** an unnecessary systems operation.

(2 marks)

The answer is **A**

Question 1.5

“Corrective” refers to a type of systems maintenance performed to

- A** remedy software defects.
- B** allow executive level unstructured decision-making.
- C** adjust applications to user preferences.
- D** prevent future operation delays.

(2 marks)

The answer is **A**

Question 1.6

Larry Greiner’s staged organisational growth model depicts

- A** strategic stages in supply chain partnerships.
- B** market growth rate and product portfolio placement.
- C** organisational age and size, and stages of evolution and revolution.
- D** growth in market share and profitability.

(2 marks)

The answer is **C**

Question 1.7

Optimised production technologies (OPT) is an operations management system which aims to

- A** improve distribution networks.
- B** improve supply sourcing alternatives.
- C** integrate operations and quality assurance.
- D** reduce production bottlenecks.

(2 marks)

The answer is **D**

Question 1.8

An approach of producing goods or purchasing stock only when required is referred to as

- A** just-in-time.
- B** ad hoc.
- C** level capacity strategy.
- D** plan-do-check-act (PDCA) quality.

(2 marks)

The answer is **A**

Question 1.9

When an organisation securely shares part of its private network with customers or other outside parties it is said to operate

- A** an internet.
- B** an intranet.
- C** an extranet.
- D** a joint venture.

(2 marks)

The answer is **C**

Question 1.10

Intelligence, aptitudes and disposition are often factors identified in

- A** a job description.
- B** appraisal targets.
- C** a person specification.
- D** 360 degree documentation.

(2 marks)

The answer is **C**

Question 1.11

Identify the reasons why an organisation might attempt to actively manage its relationship with its suppliers.

(4 marks)

Question 1.12

For an organisation following a strategic approach to supply, describe the organisational factors ("spokes in a wheel") that need to be integrated, co-ordinated and developed.

(4 marks)

Question 1.13	
Explain how reliability (the same result for a repeated event) might be improved in selection interviews. (4 marks)	
Question 1.14	
Explain the relationship between the approach to organisational change described in Theory O (Beer and Nohria) and Theory Y individuals (McGregor) (4 marks)	
Question 1.15	
Describe the types of test that should be conducted before a new information system goes “live”. (4 marks)	
Rationale	
<p>Question One sub-questions 1.1 – 1.10 test candidates’ knowledge of a wide variety of topics within the syllabus through the use of objective test questions in a conventional “multiple choice” format. Question One parts 1.11 – 1.15 provide further objective testing through limited word responses. Responses for each sub-question are expected to conform to the word limit indicated of 50 words. Experience shows that the strongest candidates invariably comply with this restriction. These sub-questions (valued at 4 marks each) test knowledge and understanding in all five sections of the syllabus.</p>	
Suggested Approach/Marking Guide	Marks
Sub-questions 1.1 – 1.10. These sub-questions have been constructed on the basis that there is only one correct answer. Marking is therefore on the basis of 2 marks for a correct answer and 0 marks for an incorrect answer.	0 or 2
Sub-questions 1.11 – 1.15. Responses should be in note form and should not exceed 50 words per sub-question. The use of bullet points, tables and short definitions as part of notes is perhaps the most effective approach.	
An excellent response containing the majority of the points suggested in the examiner’s answers or with alternative valid points instead. An excellent demonstration of understanding and application of subject matter.	3.5 to 4
A good/very good response containing a substantial number of the points suggested in the examiner’s answers or with valid alternative points instead. A good demonstration of understanding and application of subject matter.	2.5 to 3
A sound response containing some points suggested in the examiner’s answers or with valid alternative points instead. Demonstrates understanding and application of subject matter.	1.5 to 2
A weak response that nevertheless may contain some valid point(s). Demonstrates little understanding and application of subject matter.	0.5 to 1
A failure to achieve the standard suggested above.	0

Detailed guidelines:

- 1.11 – One full mark per substantive relevant point made. No more than 4 marks in total.
1.12 – One full mark per substantive relevant point made (spoke), one mark for recognising Cousins' strategic supply wheel. No more than 4 marks in total.
1.13 – One mark per substantive relevant point made. No more than 4 marks in total.
1.14- One mark per substantive relevant point made. No more than 4 marks in total. If both theories correctly explained but no relationship established, no more than 2 marks.
1.15 – One full mark per substantive relevant point made. No more than 4 marks in total.

Examiner's Comments

As ever, candidates scored most heavily on this question. A number of candidates mainly owed their marginal passes to a good score on the multiple choice sub-questions 1.1 – 1.10. It was not unusual to see scores of 18 or even 20 for this section. Indeed some candidates scored 20/20 on questions 1.1 to 1.10, did reasonably well on questions 1.11 to 1.15, but still failed.

Common Errors

- Sub-questions 1.11 to 1.15 exposed a lack of knowledge in many cases. In 1.12 for instance, many were unable to identify Cousins' 'wheel'.
- In 1.14, most dealt with Theory Y well, but were less certain about Theory O
- One common error under 1.15 was for candidates to describe change over approaches (parallel running, pilot scheme, direct, etc.) rather than types of test.

SECTION B – 30 MARKS
ANSWER ALL PARTS OF THIS QUESTION.

Question 2

Provide appropriate briefing notes for the Chief Executive for each of the following issues:

- (a) Describe the benefits TF7 should be enjoying as part of its current database operations. (5 marks)
 - (b) Explain the value of good management information systems and executive information systems. (5 marks)
 - (c) Explain what issues TF7 needs to be aware of when adjusting from business to business trading (B2B) to business to consumer trading (B2C). (5 marks)
 - (d) Explain how TF7 can assess the effectiveness of staff training events. (5 marks)
 - (e) Identify the advantages that TF7 might achieve by using specialist providers as well as its own staff in delivering a training programme. (5 marks)
 - (f) Describe the ways in which TF7 might encourage the development of the use of quality circles. (5 marks)
- (Total for Section B = 30 marks)**

Rationale

Question two represents 30% of the paper and tests topics from all areas (apart from Change Management). The question takes the familiar form of a common workplace related scenario (in this case a progressive manufacturing company) from which all sub questions are drawn. All sub questions require an application of knowledge to the scenario.

Question two parts (a) and (b) tests candidates' knowledge and understanding through the application of thinking from Information Systems (A (i) and (ii)). Part (c) involves a part testing of Marketing (learning outcome D (iv)), parts (d) and (e) Managing Human Capital (learning outcome E (iii)) and finally part (f) Operations Management (learning outcome C (v)).

Suggested Approach/Marking Guide

Responses for each sub-question are expected on a single side of A4 and in a form that might include a few sentences and bullet points. This limit simulates a real life scenario in which accuracy, brevity and clarity are called for and hopefully prevents candidates from spending a disproportionate amount of time on each sub-question. All sub-questions require application of knowledge to the scenario.

	Marks
<p><i>Part (a)</i></p> <ul style="list-style-type: none"> Identify several types of benefit for the organisation (maybe 5) Briefly describe the benefits <p>Limited answer: Limited or some recognition of databases and their operation in TF7</p> <p>Pass standard answer: Identification of a few benefits of databases to TF7 clearly expressed (e.g. reduced data storage costs; elimination of data redundancy; increased data integrity; data independence; privacy; potential for introducing web database technology) or identification of several benefits but not elaborated on. One full mark per substantive point made.</p> <p>Strong answer: Identification of several benefits of databases to TF7 clearly expressed (e.g. reduced data storage costs; elimination of data redundancy; increased data integrity; data independence; privacy; potential for introducing web database technology) One full mark per substantive point made.</p>	<p>1 max</p> <p>3 max</p> <p>5 max</p>
<p><i>Part (b)</i></p> <ul style="list-style-type: none"> Explain the advantages of Management Information Systems (MIS) in a way that is relevant to the scenario Explain the advantages of Executive Information Systems (EIS) in a way that is relevant to the scenario <p>Limited answer: Some recognition of what MIS and EIS are.</p> <p>Pass standard answer: Either a comprehensive description of one system including a realistic (and relevant) explanation of value to the organisation or some relevant points discussed in the context of both MIS and EIS. 2-3 points maximum.</p> <p>Strong answer: Comprehensive description of both systems including a realistic (and relevant) explanation of advantages 4-5 points maximum.</p>	<p>1 max</p> <p>3 max</p> <p>5 max</p>
<p><i>Part (c)</i></p> <ul style="list-style-type: none"> Explain main differences between B2B and B2C in outline Identify issues relevant to the case when making the adjustment (maybe 5) <p>Limited answer: Some understanding of business to business trading (B2B) and business to consumer trading (B2C) but irrelevant or undeveloped issues identified.</p> <p>Pass standard answer: Identification of a few differences clearly expressed and relevant to the scenario (e.g. greater diversity and number of customers to deal with, need to monitor, maintain and enhance web based operations, a need therefore to reconsider TF7's marketing mix, a need to satisfy its customers' needs more fully, a reskilling (training) of the workforce) or identification of several benefits but not elaborated on.</p> <p>Strong answer: Identification of several differences clearly expressed and relevant to the scenario (e.g. greater diversity and number of customers to deal with, need to monitor, maintain and enhance web based operations, a need therefore to reconsider TF7's marketing mix, a need to satisfy its customer's needs more fully, a reskilling (training) of the workforce).</p>	<p>1 max</p> <p>3 max</p> <p>5 max</p>

<p><i>Part (d)</i></p> <ul style="list-style-type: none"> • Distinguish pre and post event assessment • Identify appropriate framework (e.g. Kirkpatrick's levels) to provide explanation and suggestion 	
Limited answer: Confused or general discussion of some aspect of effective training. No more than 1 point maximum.	1 max
Pass standard answer: Some explanation of ways of assessing effective training. 1 - 1.5 marks per substantive point made.	3 max
Strong answer: Purposeful and comprehensive explanation of ways of assessing effectiveness training, possibly reflecting the points made in the examiner's answer. 1 – 1.5 marks per substantive point made.	5 max
<p><i>Part (e)</i></p> <ul style="list-style-type: none"> • Outline the options for providing organisational training • Identify the main advantages of using a hybrid approach 	
Limited answer: Several undeveloped potential relevant bullet points or general discussion.	1 max
Pass standard answer: Some discussion of relevant points.	3 max
Strong answer: Purposeful and comprehensive discussion of 4 – 5 substantive points, possibly reflecting the points made in the examiner's answer.	5 max
<p><i>Part (f)</i></p> <ul style="list-style-type: none"> • Explain the concept of Quality Circles (QCs) • Conceptualise thinking to the scenario • Identify and discuss practical ways to encourage QCs within TF7 	
One full mark per clearly described means of encouragement (e.g. extend the pilot, ensure management support, get support of the rest of the workforce, commit sufficient resources, provide appropriate support systems, establish guidelines on QCs operation, embed QCs within the culture of TF7, etc.).	5 max
<p>Examiner's Comments</p> <p>Question 2, as previously, was not as well answered as Question 1. Candidates are, however, more comfortable with this format than the Question 3/Question 4 requirement. Some responses were very thin in terms of narrative content whilst others tended to repeat the question content and failed to demonstrate sufficient understanding.</p> <p><i>Common Errors</i></p> <ul style="list-style-type: none"> • For sub-question 2(a), it was common for candidates to describe the benefits of a LAN or WAN, or the internet and not the database. • One common error was found in response to 2 (f) where the benefits of using, not developing, a quality circle were given 	

SECTION C – 20 MARKS
ANSWER ONE QUESTION ONLY

Question 3

- (a) Evaluate the way in which resistance to change is being managed by SW1's regional government. (10 marks)
- (b) Discuss the ethical issues associated with the regional government's attempts to alter pay and conditions. (10 marks)
- (c) Discuss the possible difficulties for SW1 in operating a reward scheme based upon achievement of performance targets. *Note: Your answer should include both design and operational issues.* (10 marks)
- (Total for Question Three = 30 marks)**

Rationale

Question Three requires an application of knowledge and understanding to the scenario of a newly elected government attempting to bring about change in pay and conditions for its workforce and involving a number of ethical issues, so part testing Change Management (B(iii)) and Managing Human Capital (E(iii)).

Suggested Approach/Marking Guide

Marks

Part (a)

Identify a framework to understand ways of dealing with resistance to change (e.g. Kotter and Schlesinger, 1979). Evaluate the approaches adopted by SW1's government (and likely implications) within this framework.

Limited answer: Confused or partial understanding of influence strategies and overcoming resistance to change. Some relevant issues identified but lacking in theoretical underpinning and evaluation. Alternatively, theoretical models presented but not conceptualised to the scenario.

3 max

Pass standard answer: Discussion of some relevant points with some (maybe limited) evaluation or concentration on only one phase (see Examiner's answers). Possible identification of an analytic framework, possibly undeveloped issues.

5 max

Strong answer: Well structured evaluation using an appropriate conceptual framework to examine approaches and implications dealing with at least two scenario phases. Demonstrates mature understanding and ability to conceptualise relevant "theory"

10 max

Part (b)

Provide some background to ethics in business and change management. Relate this thinking to both phases of attempted change implementation (see Examiner's answers). Identify and discuss detailed issues from these phases within an ethical framework (e.g. talks with local union representatives, compensation package, individual negotiations, sidelining the regional university lecturers' union, issuing ultimatums, etc.).

Limited answer: Confused or partial understanding of ethical dimensions to managing change. Some relevant issues identified but limited linkage to ethical issues.

3 max

Pass standard answer: Discussion of some relevant points possibly undeveloped. Partial linkage to ethical issues

5 max

Strong answer: Several relevant detailed ethical issues associated with attempts to alter pay and conditions identified. Rounded, well structured discussion, demonstrating understanding of ethical issues, purposefully related to the scenario. 10 max

Part (c)

Identify generic principles of a reward scheme based upon achievement of performance targets. Conceptualise this thinking to the scenario. Identify and then discuss several possible difficulties in turn.

One to two marks per each clearly discussed appropriate issue possibly the same as those identified in the Examiner's answers or other realistic points (e.g. agreeing appropriate goals that indicate performance, finding reliable measurement, making the system fair, the ability of individuals to exercise influence, the fairness of rewards, identifying SMART indicators of performance, robustness of measures, communication issues, corruption of existing systems, cost of the overall scheme etc.).

Limited answer: Several undeveloped but potential relevant points or a more general unstructured discussion of issues. 3 max

Pass standard answer: Some discussion of several relevant points, maybe not all points developed fully. 5 max

Strong answer: Purposeful and comprehensive discussion of several substantive difficulties. Reflects a realistic understanding of practical issues. 10 max

Examiner's Comments

For questions 3 and 4, answers were very disappointing. Given that 30 marks were available, there was a distinct lack of content in most cases indicating that insufficient time had been spent in addressing the issues in the scenarios. One common (unsuccessful) tactic for those candidates unable to link the knowledge they have to a case study scenario was to write "everything I know about"... So, for instance, those not using the Kotter and Schlesinger theory as a framework to answer 3 (a) might write extensively in generic terms of change management.

Common Errors

- Not writing enough! Some answers were nothing more than outline notes when the question had more substantial requirements.
- In terms of sub-question 3 (b), a large number were very unclear or confused about ethical issues. In general this was not dealt with well, and there were a lot of very short answers.

Question 4

- (a) Explain the importance of the centre understanding its external (or macro) environment and identify the most significant influences in that external environment that are relevant to the centre. (10 marks)
- (b) Explain how the centre should undertake market segmentation and describe the most likely segmentation variables that will be identified by such a process. (10 marks)
- (c) Explain how the centre's income potential can be estimated.. (10 marks)
- (Total for Question Four = 30 marks)**

Rationale

Question Four tests candidates' understanding of issues associated with Marketing (learning outcomes D(iv) and (ii)) and involves the potential marketing of a sports and leisure facility within a hotel and certain issues associated with it.

Suggested Approach/Marking Guide

Marks

Part (a)

Describe the concept of the organisational external (or macro) environment and its importance (its influence, impact on supply and demand, need to respond). Identify appropriate framework (PEST/STEP/PESTEL) and explain with examples potential factors. Apply thinking to scenario and identify and discuss relevant influences with appropriate explanations.

Up to 2 marks for explaining the concept of the external environment and its importance.
Up to 2 marks per substantial different significant factor relevant to the scenario.

Limited answer: Limited response, possibly lacking cohesion of thought/argument. 3 max

Pass standard answer: Some explanation and identification of factors possibly using PEST framework. Possible failure to identify and discuss sufficient influences. Possible failure to establish importance of environmental influence. 5 max

Strong answer: Full explanation of the importance of the external environment with clear linkage to centre. Strong identification and explanation of key influences in the environment. 10 max

Part (b)

Brief introduction to market segmentation as a technique and how it might apply to the centre. Discussion of the practical issues including a need to narrow down potential segments to establish a viable, practical focus on potential customers. Discussion of specific issues for the centre. Discussion of segmentation variables relevant to the scenario. Conclude argument with likely segmentation variables and customer profile.

Limited answer: Confused or partial understanding of market segmentation and its application. Possible failure to conceptualise this thinking sufficiently to the scenario. 3 max

Pass standard answer: Clear understanding of market segmentation demonstrated and discussion of some points relevant to the scenario. Possibly fails to identify segmentation variables and customer profile with absolute clarity. 5 max

Strong answer: Well structured discussion of a practical application of market segmentation to the given scenario. Appropriate and realistic issues identified based on a cohesive argument. 10 max

Part (c)

Some background to the centre's need to estimate potential income. Explain traditional approaches to preparing sales estimates and the value of the centre's staff in assisting in the process. Explain the marketing mix variables that in this case impact most directly on income and identify realistic means of projecting likely income levels. Explain ways in which sensitivity of calculation can be assured (e.g. use of expert opinion and collaboration) and the potential effects of competitor action. (For more details see Examiner's answers.)

Limited answer: Limited explanation reflecting some generic considerations with little linkage to the given scenario.

3 max

Pass standard answer: Some explanation of the process reflecting some practical considerations relevant to the given scenario. Limited but well argued issues possibly the same as those identified in the Examiner's answers or other realistic points.

5 max

Strong answer: Mature explanation reflecting many practical considerations relevant to the given scenario. Appropriate and realistic issues identified possibly the same as those identified in the Examiner's answers, or other realistic points.

10 max

Examiner's Comments

Common Errors

- Not writing enough! Some answers were nothing more than outline notes
- For 4 (c) too many candidates discussed, at length, marketing strategies, but forgot to put this into the context of a business income estimate