



**Professional Examination 3  
2002**

**26 June**

## **FINANCE AND MANAGEMENT CASE STUDY**

**Time allowed - ½ hours**

**From 12.40 p.m. to 1.10 p.m.**

*Candidates will be allowed five minutes reading time from 12.35 p.m. to 12.40 p.m.*

*All questions must be answered.*

*The case study has been prepared on the assumption that candidates will not necessarily have a detailed knowledge of the type of organisation to which it refers. No additional merit will be accorded those candidates displaying such knowledge.*

*The weightings for each question are indicated in the parentheses at the end of the question.*

*Candidates will be allowed to submit, as part of their script, work performed in the morning session, but they should distinguish clearly between work supporting their script and that which is to be considered a part of it.*

### **NOTES TO CANDIDATE**

- (i) Answers to be prepared as on 26 June 2002 by M Lett, Finance Secretary to the Markden Swan Trust.
- (ii) The questions below are intended to test the candidate's understanding of the situation in the case.

### **QUESTIONS**

1. Draft a briefing note in response to the attached memorandum from the Board Secretary.  
(20%)

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## Markden Swan Trust Memorandum

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**From** ~ Board Secretary – Ken Glear

**Date** ~ 26 June 2002

**To** ~ Finance Secretary – M Lett

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### Staffing Problems

What is going on in your Division!?

Since I came in this morning :

- ❑ My secretary found Cleo Patrer, your Finance Assistant, crying in the corridor. She appears to be totally frustrated and is threatening to resign.
- ❑ I have received two complaints about Troy Yillus, your Assistant Finance Manager. One of these came in a letter from one of the Trust's suppliers, and the other was registered with me personally by Des Demoaner from the Support Division. Both individuals took offence at Troy's sarcasm and blatant rudeness.
- ❑ Finally in a routine meeting with Corrie O'Lanus, my innocent question, "How are you settling in?" brought a very heated and heartfelt reaction, with most of the venom directed at Tim Pest, your other Assistant Finance Manager.

Whilst I appreciate that you are relatively new in post and are still settling in yourself, it will be self-evident that there are real problems within your Division and that we need to discuss these. However, I have other commitments this afternoon.

Clearly I know the background in terms of the management review exercise last year and I know the staff concerned, but I should be grateful if you would draft a briefing note for me which :

- ❑ identifies, analyses and evaluates the "people problems" of the four staff in your Division;
- ❑ reaches a conclusion about which member of staff poses the most serious "people problem" and the criteria used to reach this conclusion;
- ❑ sets out short term actions to address all the problems identified, but particularly those relating to the individual identified as the most serious "people problem";
- ❑ notes any longer term actions proposed.

The situation needs to be sorted out quickly and you are in the best position to decide how. Please let me have your briefing note by lunchtime.

I will see you later.

Ken Glear

Board Secretary



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## **FINANCE AND MANAGEMENT CASE STUDY**

**Time allowed - 3 hours**

**From 2.00 p.m. to 5.00 p.m.**

*Candidates will be allowed five minutes reading time from 1.55 p.m. to 2.00 p.m.*

*All questions must be answered.*

*The case study has been prepared on the assumption that candidates will not necessarily have a detailed knowledge of the type of organisation to which it refers. No additional merit will be accorded those candidates displaying such knowledge.*

*The weightings for each question are indicated in the parentheses at the end of the question.*

*Candidates will be allowed to submit, as part of their script, work performed in the morning session, but they should distinguish clearly between work supporting their script and that which is to be considered a part of it.*

### **NOTES TO CANDIDATE**

- (i) Answers to be prepared as on 26 June 2002 by M Lett, Finance Secretary to the Markden Swan Trust.
- (ii) The questions below are intended to test the candidate's understanding of the situation in the case.

### **QUESTIONS**

2. Draft a report for the Markden Swan Trust Board setting out the results of the Osric Nursery development scheme option appraisal exercise to meet the requirements set out by the Board Secretary in his memorandum dated 14 June 2002 (page 21). (44%)
3. Draft a short report for the Trust Management Team on the supported places tendering exercise and the allocation of places to areas and nurseries as set out in the memorandum from the Operations Secretary dated 19 June 2002 (page 24). (18%)
4. Draft a response to the letter received from Mr Robin Goodfellow dated 21 June 2002 (page 27). (18%)

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