

OXFORD CAMBRIDGE AND RSA EXAMINATIONS

LEVEL 4 CERTIFICATE IN MANAGEMENT CONSULTING 10331

UNIT 5 BUSINESS ENVIRONMENT, STRUCTURE AND GOVERNANCE

MONDAY 13 JUNE 2016

1.30 PM

TIME: 1 HOUR

INSTRUCTIONS TO CANDIDATES

Fill in all the boxes below. Use CAPITAL LETTERS

CENTRE DETAILS

Centre Number	Centre Name

COMPUTER REF

6	1	6	1	0	3	3	1
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CANDIDATE DETAILS

Surname or Family Name	First Name	Initials of Other Forenames	DATE OF BIRTH							
			D	D	M	M	Y	Y	Y	Y

- Do not open the booklet until told to do so by the Invigilator.
- Answer **ALL** questions.
- Write your answers in the spaces provided on the question paper.
- Additional paper may be used if necessary but you must clearly show your candidate number, centre number and question number(s).
- Use black ink.

INFORMATION FOR CANDIDATES

The number of marks is given in brackets [] at the end of each question or part question.

FOR EXAMINERS' USE ONLY			
1		7	
2		8	
3		9	
4		10	
5		11	
6		12	
TOTAL =			

The total number of marks for this paper is **50**.

Ofqual Qualification Reference Number: M/602/5067

H057/1606

This document consists of 12 pages. Any blank pages are indicated.

1 Identify **two** likely objectives of each of the following stakeholder groups:

Company executives

1 _____

2 _____

[2]

Her Majesty's Revenue and Customs (HMRC)

1 _____

2 _____

[2]

2 Explain **one** way in which a company could use the media to help resolve stakeholder conflict.

[2]

3 What is meant by the term 'incorporation'?

[1]

5 Identify and explain **two** factors which might shape the culture of an organisation.

1 _____

_____ [2]

2 _____

_____ [2]

- 6** Charles Handy's theory of organisation culture suggests that there are four types of organisation culture: power culture, role culture, task culture and person culture.

Outline the key features of an organisation which has developed:

a power culture

[3]

a task culture

[3]

7 What is meant by the term 'span of control'?

[1]

8 Identify **one** way in which high barriers to entry into a market can affect competitive behaviour.

[1]

9 Fry Fry, a small independent fish and chip shop, operates in the fast food market.

Explain **one** way in which a change in buyer behaviour may affect the fast food market.

[2]

11 Explain **one** way in which the possibility of a change in the political governance of a country may affect a third sector organisation which operates in that country.

[3]

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