



**OXFORD CAMBRIDGE AND RSA EXAMINATIONS**

**LEVEL 4 CERTIFICATE IN MANAGEMENT CONSULTING 10331**

**UNIT 5 BUSINESS ENVIRONMENT, STRUCTURE AND GOVERNANCE**

**MONDAY 20 JANUARY 2014 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**

1	1	4	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.

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

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

Answer **all** questions.

1 What is meant by the term 'management by objectives'?

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**(1 mark)**

2 Identify **two** reasons why a business may invite specific people to be members of an ad hoc committee.

1

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2

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**(2 marks)**

3 What is meant by the term 'quorum'?

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**(1 mark)**

4 Some businesses make use of a matrix structure.  
Describe how a matrix structure is:

a) organised

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**(2 marks)**

b) managed

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**(2 marks)**

5 A management consultant has been hired to investigate the use of technology within an organisation.

Explain how the use of technology within an organisation may affect the culture of that organisation.

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**[Turn over]**

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(8 marks)

6 Identify **two** roles of the finance function within an organisation.

1 

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2 

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(2 marks)

7 Outline **three** elements needed to make a contract legally binding.

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3 \_\_\_\_\_  
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**(6 marks)**



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**(10 marks)**

10 Stakeholders can be categorised as 'internal', 'connected' and 'external'.

Identify **two** stakeholder groups which are likely to be classified as 'connected stakeholders' in a limited company.

1 \_\_\_\_\_

2 \_\_\_\_\_

**(2 marks)**

11 Explain **two** ways in which the divergent interests of stakeholder groups can be factored into business planning.

1 \_\_\_\_\_  
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2 \_\_\_\_\_  
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**(4 marks)**

12 Explain why the board of directors of a public limited company should include non-executive directors.

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**(8 marks)**

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