

Sample Paper

CERTIFICATE IN MANAGING BUSINESS PERFORMANCE

Level 4

Subject Code: **ASE20085 SAMPLE**

Time allowed: **3 Hours**

INSTRUCTIONS FOR CANDIDATES

- Answer all four questions
- All questions carry equal marks.
- Write your answers in blue or black ink/ballpoint. You can only use pencil for graphs, charts, diagrams, etc.
- Use appropriate business and commercial format and language.
- All answers should be correctly numbered, but need not be in numerical order.
- English or bilingual dictionaries and cordless non-programmable calculators may be used.

QUESTION 1

Madison Electronics plc is a nationwide retailer of technical equipment. After a period of continuous growth, the company's performance fell, with losses in sales revenue for the last two financial periods.

Turnover of key operational managers is high, and a recent annual employee survey identified concerns regarding staff motivation and morale.

In addition, the company has received negative publicity about its after-sales customer service.

The current economic climate of high interest rates is also adversely affecting the company, with changes in consumer's buying behaviour, and suppliers increasing their prices.

The company is now seeking to review its business strategy.

REQUIRED

- (a) Analyse the internal risks faced by Madison Electronics plc, and examine what impact these risks would have upon the business in the long run. (10 marks)
- (b) Following on from the internal risks identified in 1(a):
- (i) Explain the purpose and components of an action plan (2 marks)
 - (ii) Identify which functional department would manage the action plan and the perceived benefits as a result of implementing an action plan (2 marks)
 - (iii) Devise an action plan for Madison Electronics Plc showing their short, medium and long term goals (6 marks)
- (c) Analyse the impact of the external risks upon the business. (5 marks)

(Total 25 marks)

QUESTION 2

You are the Human Resources Officer. Your organisation will be embarking on a significant staff recruitment campaign, and you have been asked to provide the following information.

REQUIRED

- (a) Explain the main stages of a recruitment and selection plan (13 marks)
- (b) Analyse the effectiveness of using a job description and person specification when recruiting staff. (12 marks)

(Total 25 marks)

QUESTION 3

You have been appointed as Project Manager to oversee the purchase and installation of an IT system to be used by the organisation to manage customer information.

REQUIRED

- (a) Explain the main stages of managing a project, and describe two types of tools used to manage a project effectively. (10 marks)
- (b) During the project you are faced with a risk that could potentially take you over-budget. Describe how you would manage the risk and the procedures you would implement to avoid re-occurrence of this risk. (9 marks)
- (c) The IT system being installed will assist in managing information. Describe the main components of a Management Information System. (6 marks)

(Total 25 marks)

QUESTION 4

Your organisation has recently been bought by a multinational organisation, and will be undergoing various changes in systems and procedures. Staff morale is low, and many employees are unsure as to what is expected of them.

REQUIRED

- (a) With reference to two different change management theorists, make a recommendation for addressing the issue of low staff morale. (10 marks)

You are the Human Resource Manager for a bakery. Your company has purchased the business of its competitor, who is based next door. A recent staff audit highlighted areas within the business where roles are now duplicated.

REQUIRED

- (b) Provide recommendations to the Board of Directors describing:
- (i) How to deal with the impact upon duplicated departments if they are amalgamated (5 marks)
- (ii) The benefit to the organisation of redeploying staff, whose roles no longer exist (5 marks)
- (iii) How the organisation should deal with the issue of surplus staff (5 marks)

(Total 25 marks)