

X234/12/01

NATIONAL
QUALIFICATIONS
2013

THURSDAY, 23 MAY
1.00 PM – 3.30 PM

BUSINESS
MANAGEMENT
HIGHER

Candidates should attempt **all** questions in Section **One** and **two** questions from Section **Two**.

Read all the questions carefully.

100 marks are allocated to this paper.

50 marks for Section **One** and

50 marks for Section **Two**.

Answers are to be written in the answer book provided.



SECTION ONE

This section should take you approximately 1 hour 15 minutes.

Read through the following information, then answer the questions which follow.

This passage has been removed due to copyright issues.

QUESTIONS

You should note that although the following questions are based on the stimulus material, it does not contain all the information needed to provide suitable answers to all the questions. You will need to make use of knowledge you have acquired whilst studying the course.

ANSWER ALL THE QUESTIONS.

This question has been removed due to copyright issues.

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|--|---|
| 2. Describe possible methods of growth for a public limited company. | 5 |
| 3. Describe ways an organisation could encourage positive employee relations. | 6 |
| 4. Discuss methods of grouping which could be used by a multi-national organisation. | 6 |
| 5. Distinguish between the following: | |
| (a) Primary information and secondary information | |
| (b) Qualitative information and quantitative information. | 4 |
| 6. Discuss quality management techniques that an organisation could use. | 8 |
| 7. Describe financial information that potential shareholders could use to decide whether or not to invest in a company. | 6 |
| 8. Explain the role of a manager in effective decision making. | 5 |

(50)

[END OF SECTION ONE]

SECTION TWO

Marks

This section should take you approximately 1 hour 15 minutes.

Answer TWO questions

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|----|-----|------|---|-------------|
| 1. | (a) | (i) | Compare job production with flow production. | 3 |
| | | (ii) | Describe the main features of batch production. | 3 |
| | (b) | | Explain the considerations an organisation would take into account before choosing a supplier. | 6 |
| | (c) | | Discuss the use of external sources of recruitment. | 5 |
| | (d) | | Distinguish between a tactical decision and an operational decision. | 3 |
| | (e) | | Describe possible sources of finance for a partnership looking to expand its activities. | 5 |
| | | | | (25) |
| 2. | (a) | (i) | Justify the use of loss leaders as a pricing tactic. | 4 |
| | | (ii) | Describe methods a public relations department could use to improve the image of an organisation. | 4 |
| | (b) | | Explain the impact of industrial action on an organisation. | 4 |
| | (c) | | Describe reasons for an organisation making use of an assessment centre as part of the selection process. | 4 |
| | (d) | | Explain internal constraints that make decision making difficult. | 4 |
| | (e) | | Describe the role of the finance department in meeting the expectations of HMRC (Inland Revenue). | 2 |
| | (f) | | Describe factors that influence the formal structure of an organisation. | 3 |
| | | | | (25) |
| 3. | (a) | | Describe the use of ICT in a stock control system. | 5 |
| | (b) | | Explain the benefits of outsourcing for an organisation. | 4 |
| | (c) | | Distinguish between product orientation and market orientation. | 2 |
| | (d) | | Describe 5 extension strategies that could be used to extend a product's life-cycle. | 5 |
| | (e) | | Describe the limitations of ratio analysis when making financial decisions. | 5 |
| | (f) | | Explain the purpose of a SWOT analysis. | 4 |
| | | | | (25) |

SECTION TWO (continued)

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|--------|--|-------------|
| 4. (a) | Discuss market research techniques used by an organisation. | 6 |
| (b) | Describe the impact of the Equality Act 2010 on organisations and employees. | 4 |
| (c) | Other than legislation explain the effect that external factors can have on an organisation. | 6 |
| (d) | Describe appraisal and justify its use. | 4 |
| (e) | Describe the effects of increasing a manager's span of control. | 5 |
| | | (25) |
| 5. (a) | Describe the advantages and disadvantages of branding for an organisation. | 6 |
| (b) | Discuss the use of just in time stock control. | 5 |
| (c) | Explain the impact on a marketing department of introducing modern technology. | 5 |
| (d) | Describe the interests stakeholders have in an organisation. | 4 |
| (e) | Describe reasons for cash flow problems that can affect an organisation. | 5 |
| | | (25) |

[END OF SECTION TWO]

[END OF QUESTION PAPER]

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