



National  
Qualifications  
2022

**X810/77/21**

**Business Management  
Questions**

WEDNESDAY, 18 MAY

9:00 AM – 11:45 AM

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**Total marks — 80**

**SECTION 1 — 40 marks**

Attempt ALL questions.

**SECTION 2 — 40 marks**

Attempt ALL questions.

It is recommended that you spend 15 minutes reading over the information provided in the Case Study before responding to the questions.

Write your answers clearly in the answer booklet provided. In the answer booklet you must clearly identify the question number you are attempting.

Use **blue** or **black** ink.

Before leaving the examination room you must give your answer booklet to the Invigilator; if you do not, you may lose all the marks for this paper.



\* X 8 1 0 7 7 2 1 \*

## SECTION 1 — 40 marks

Read ALL the information in the case study and attempt ALL the questions.

The following questions are based on ALL the information provided and on knowledge and understanding you have gained whilst studying the course.

1. Evaluate Shell's decision to link executive pay to its carbon emission targets. 6
2. Analyse Shell's strategy to become the leading electricity provider by 2030. (Your response must include a force field diagram.) 8
3. Explore the impact of Shell's actions in Nigeria, its host country. 8
4. Discuss the benefits and challenges for Shell of promoting diversity across its global workforce. 8
5. Explain how Shell's IT infrastructure, shown in **Exhibit 2**, could affect its human resource management function. 6
6. Describe the ways Shell's financial performance, shown in **Exhibit 3**, may disadvantage its stakeholders. 4

## SECTION 2 — 40 marks

Attempt ALL questions

7. As a result of the global pandemic, the UK entered into a recession in 2020. Explore the methods the UK and Scottish Governments could use to support organisations during a recession. **10**
8. (a) Describe McGregor's theory X approach to management. **4**  
(b) Explain the ways in which factors influence contingency leadership. **6**
9. (a) Describe the conflicts that could arise during Tuckman's storming stage of group development. **4**  
(b) Explore the measures managers could take to ensure that teams reach Tuckman's performing stage of group development effectively. **6**
10. Evaluate the use of analytical techniques to improve decision making. **10**

**[END OF QUESTION PAPER]**

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