

Mind Map 1 - Organisations

1. Which of the following does NOT need to be true in order to be part of an organisation.

- A. You must have specialist knowledge of some aspect of that organisation's activities.
- B. You should be willing to work with others in the organisation.
- C. You should have knowledge of every area in which the organisation operates.
- D. Your limitations can be overcome by the skill sets of others in the organisation.

2. Not for profit organisations are always much less efficient than profit seeking organisations.

Is this statement:

- A. True
- B. False

3. The mission of the organisation is a long document with all the details about why the organisation exists and what it plans to do over the next 10 years.

Is this statement:

- A. True
- B. False

4. Which of the following is not a SMART objective?

- A. Specific
- B. Measurable
- C. Realistic
- D. Truthful

5. Which of the following are objectives of a profit seeking organisation?

- (i) To increase the wealth of shareholders by creating value.
- (ii) To lobby government on environmental issues.
- (iii) To innovate and improve their operations.
- (iv) To strive to produce products more efficiently.

- A. All of the above.
- B. (i), (ii) and (iv) only.
- C. (i), (iii) and (iv) only.
- D. (i), and (iv) only.

Mind Map 2 - Organisational Structure

1. Which of the following statements relating to Mintzberg's building blocks of an effective organisation are correct?
 - A. The middle line formulates and implements the strategy of the organisation.
 - B. The technostructure undertakes the administrative tasks in the organisation.
 - C. The operating core is the individuals who produce the product or service.
 - D. The strategic apex or top is the hierarchy of authority linking the operating core and middle management.

2. Which of the following is NOT a co-ordinating or linking mechanism in Mintzberg's building block model?
 - A. Formal Information Flow.
 - B. Informal Communication Network.
 - C. Ad-hoc Processes.
 - D. Information Strategy.

3. Which of the following successful organisational structures identified by Mintzberg would be most suited to a complex but static business environment in a highly regulated industry requiring standardised procedures?
 - A. Machine Bureaucracy.
 - B. Professional Bureaucracy.
 - C. Simple Structure.
 - D. An 'Adhocracy'.

4. Which of the following is an advantage of an Entrepreneurial Structure?
 - A. Decisions can be made quickly by the person in charge.
 - B. The board of trustees can come to a more reasoned decision on any matter.
 - C. There may be too much information for one person to deal with.
 - D. There are many levels of management involved in the decision making process.

5. Which of the following is a disadvantage of a Functional Structure?

- A. Decisions can be made too quickly by the person in charge.
- B. The board may be slow to make decisions in a fast moving environment.
- C. There can be standardisation of processes and controls.
- D. The organisation may achieve economies of scale.

6. Which of the following is an advantage of a Divisional Structure?

- A. Decisions can be made quickly by the person in charge.
- B. Specialisation is not required due to the centralisation of management.
- C. There may be a lack of local knowledge.
- D. Enables training of potential senior management in key roles.

7. Which of the following structures may lead to a loss of control of operating decisions and a reduction in goal congruence?

- A. Divisional
- B. Matrix
- C. Functional
- D. Entrepreneurial

Mind Map 3 - Organisational Structure II

1. ABC Ltd. is a manufacturing company that employs a Just In Time production process which means that they rely heavily on their suppliers. They manufacture their own products and undertake most of their own core activities but they outsource their finance function and HR to local specialist firms.

Which ONE of the following boundryless structures does ABC most closely match?

- A. Modular
- B. Virtual
- C. Hollow

2. Which of the following statements relates to Threshold Competencies?

- A. The organisation should focus solely on these as they are it's source of competitive advantage.
- B. Competitors will also have similar competencies.
- C. No other competitors will have competencies similar to these.
- D. The organisations should never outsource Threshold Competencies.

3. Which of the following is an advantage of outsourcing a business process?

- A. The organisation is guaranteed to save money by outsourcing the function.
- B. The organisation will retain it's own specialist department in the area.
- C. The organisation is able to focus more on their core competencies.
- D. The organisation will not require any redundancies as a result.

4. Which of the following best describes offshoring?

- A. An investment made by a company into an entity based in another country.
- B. A company setting up of a brand new production line in a foreign country.
- C. A company relocating corporate activities to a foreign country.
- D. A company using a local service organisation to perform one of it's corporate functions.

Mind Map 4 - Organisational Structure III

1. Which of the following statements relating to organisational structure is correct?

- A. The Scalar Chain refers to the number of total employees in an organisation.
- B. Tall organisations typically have a wide span of control.
- C. Flat organisations have few management levels.
- D. The span of control is not influenced by the type of work the organisation is involved in.

2. Which of the following best describes a 'shared services' approach?

- A. The centralisation of a previously dispersed function within the organisation.
- B. A company relocating corporate activities to a foreign country.
- C. A company using a local service organisation to perform one of its corporate functions.
- D. Decentralisation of a function to achieve more local control.

3. Which of the following best describes a strategic alliance?

- A. A one-off fee is paid by one entity plus a profit share for support from another entity.
- B. Ongoing fees are paid by one entity for the right to sell a product developed by another.
- C. One entity works with another to share risk and return in a new business activity.
- D. An entity purchases a smaller competitor to consolidate market share.

Mind Map 5 - Stakeholders

1. ABC has several stakeholders that have been identified by the board and categorised. Which of the following statements concerning the stakeholder view is correct?

- A. The only legitimate stakeholders are shareholders.
- B. Any one person or group with a legitimate interest in the activities of the organisation is a stakeholder.
- C. Stakeholders should be formally registered and fill in a form to be recognised as such.
- D. The managers of the organisation are the most important stakeholders.

2. Which of the following would be ALL be classified as connected stakeholders?

- A. Suppliers, Banks, Employees.
- B. Government, Customers, Shareholders.
- C. Suppliers, Customers, Shareholders.
- D. Managers, Banks, Suppliers.

3. Mendelow's four cell matrix illustrates which ONE of the following?

- A. The building blocks of an effective organisation.
- B. The number of shares and price paid by shareholders.
- C. The choice of strategic direction of an organisation.
- D. The dominance of various stakeholders in a decision.

4. ABC Ltd. is a listed company. It's largest shareholder is a pension fund who owns almost 17% of it's shares. It has recently expressed concern at the strategic direction of ABC and has a history of voting against the board with other large shareholders at the AGM to force directors to change decisions.

Using Mendelow's matrix what strategy should ABC undertake to deal with the pension fund?

- A. Keep satisfied
- B. Keep informed
- C. Key players
- D. Minimal effort

Mind Map 6 - Corporate Social Responsibility

1. CFR Ltd. is considers Corporate Social Responsibility to be an added cost and a waste of time. They comply with such issues only to the extent that it it required by law.

Which of the following best describes CFRs approach to Corporate Social Responsibility?

- A. Philanthropic
- B. Legal
- C. Ethical
- D. Economic

2. Which of the following could be seen as a drawback to implementing a Corporate Social Responsibility policy?

- A. Increased cost of compliance to the business.
- B. Differentiation of the product or service.
- C. Loss of key business skills.
- D. Failure to attract and retain quality staff.

3. Which of the following best describes the concept of 'Corporate Citizenship'?

- A. The implementation of rules set down by the stock market.
- B. Lobbying government to ensure that new rules affecting the organisation are not implemented.
- C. Doing the minimal amount required to comply with laws and regulations.
- D. Going beyond consideration of stakeholders and considering the impact of the organisation on society.

Mind Map 7 - Ethics

1. Absolutism is the concept that there is one set of moral rules to follow regardless of the outcome.

Is this statement:

- A. True
- B. False

2. Jim is an accountant in a large global organisation. He has recently become aware that some of the products being sold by his employer are unsafe and have caused serious injury to several people. His employer has ignored Jim's attempts to discuss the issue. Jim decides that no matter what the consequences he must reveal this information to the public.

Jim's ethical decision could be described using which of the following ethical theories?

- A. Egoism
- B. Utilitarianism
- C. Relativism
- D. Deontological

3. Accountants must ensure that they act responsibly when carrying out the services they provide to the public. Which of the following may influence an accountant not to act in the public interest and must therefore be guarded against?

- A. Becoming too familiar with a client and developing a close friendship.
- B. Being offered a larger fee than the work really warrants.
- C. Wanting to keep the client happy.
- D. All of the above.

4. Archie is an accountant who works in a small local manufacturing business. During the recent recession the company has had cash flow problems and the CEO has asked Archie to overstate profit by bringing in sales from next year. He assures Archie that it is a 'one-off to ensure our survival and the jobs of him and his colleagues'.

For Archie to do this would be a breach of which of the following principles?

- A. Objectivity
- B. Confidentiality
- C. Integrity
- D. Due Care

5. Which of the following is the missing word from this statement?

'If an organisation looks beyond its responsibilities to shareholders and considers others with a legitimate interest it could be said to be taking the multiple obligations ethical stance.'

- A. Shareholder
- B. Customer
- C. Stakeholder
- D. Corporate

Mind Map 8 - Corporate Governance

1. Corporate Governance is best described as:

- A. A system of policies by which the organisation is directed and controlled.
- B. Guidance for the treatment of stakeholders by an organisation.
- C. A system of penalties for unethical behaviour.
- D. Guidance on how the organisation should interact with government.

2. Which of the following statements relating to the US Sarbanes-Oxley Act 2002 is correct?

- A. It is a principles based code requiring compliance or an explanation of reasons for non-compliance.
- B. It came about as a response to the Second World War.
- C. It requires the Auditor to be represented on the board of directors.
- D. It requires an annual statement on Internal Controls.

3. Which of the following is not required under the UK Corporate Governance Code?

- A. Regular re-election of directors.
- B. Separate people holding the post of CEO and Chairman.
- C. All members of the board should be non-executives.
- D. Directors should have regular performance evaluations.

4. Evan has been asked to join the board of AST Ltd. as a Non-Executive director. Which of the following would mean that he could not accept the role as he is not sufficiently independent.

- A. He was employed as a senior manager in AST Ltd from which he retired 8 years ago.
- B. He is a director in HRT Ltd. who supply a major component to AST Ltd.
- C. He went to school with the Chairman although they did not keep in contact.
- D. He owns a very small number of AST Ltd's shares.

5. Which of the following is not a function of the Audit Committee?

- A. Monitoring and review of the financial statements of the organisation.
- B. Monitoring the work of Internal Audit.
- C. Monitoring the performance of the board of directors.
- D. Liaison with the external auditor.

Mind Map 9 - Regulation

1. Intervention by the government to set a minimum price for alcohol is an example of regulation to address market failure caused by:

- A. Lack of competition
- B. Market imperfection
- C. Externalities
- D. Inequity

2. Corporate Political Activity may be undertaken by an organisation in order to:

- A. Improve the world for the socially deprived.
- B. Improve environmental legislation for the good of everyone.
- C. Secure policy preferences.
- D. Understand the impact of government on the organisation.

3. Lobbying by an organisation is an example of which ONE of the following?

- A. Primary data research.
- B. Environmental analysis.
- C. Corporate Governance.
- D. Political Activity.

Mind Map 10 - Finance Function

1. Which of the following is not an activity of the Finance Function?

- A. Preparation of the annual accounts.
- B. Preparation of the budget for the next year.
- C. Preparation of material to promote the organisation.
- D. Preparation of management accounts.

2. In relation to Financial Accounting, which ONE of the following statements is correct?

- A. The data used to produce financial accounts is historic.
- B. The information produced is primarily used by people working within the organisation.
- C. There is no statutory requirement to produce financial accounts.
- D. The annual accounts contain a Statement of Profit or Loss and Statement of Financial Position only.

3. Which of the following statements regarding management accounting reports is incorrect?

- A. Variance reports compare the standard cost to the actual cost of production.
- B. Budgets show the projected costs and revenues for future periods.
- C. A cost schedule has a set format required by legislation.
- D. Producing a budget will enable performance evaluation.

4. Feedforward control compares figures to figures.

What are the two missing words?

- A. Budget, actual
- B. Forecast, actual
- C. Budget, forecast
- D. Actual, forecast

5. CFR Ltd. is considering expanding into a new market. In order to do so they must raise some capital and a director has suggested that they issue new shares. Another director suggests that a bank loan would be better. Which of the following statements are correct regarding equity and debt finance?

- A. Dividends are more expensive than interest but are tax deductible.
- B. Interest payments are cheaper than dividends and are tax deductible.
- C. Dividend payments cannot be suspended if CFR Ltd. cannot afford them.
- D. Issuing more shares will increase the level of gearing for the organisation.

6. Which of the following items is an example of Capital expenditure?

- A. Payment of rates for the year.
- B. Paying to fix a machine that had malfunctioned.
- C. Paying to improve the output of a machine from previous levels.
- D. Painting the building.

Mind Map 11 - Internal Audit

1. Which of the following statements relating to Internal Audit is correct?

- A. It prepares the financial statements for the organisation.
- B. It is a department within the organisation.
- C. Internal audit is carried out once a year only.
- D. It is carried out by the same people as the external audit.

2. The Internal Audit function in an organisation will exist to give assurance over:

- i) The systems and procedures within the organisation.
- ii) The internal controls within the organisation.
- iii) The reliability of the risk management system.
- iv) Compliance with corporate governance requirements and laws and regulations.

Which of the above statements is correct?

- A. All of the above
- B. i) only
- C. i) and ii) only
- D. i) and iv) only

3. How does Internal Audit properly carry out its function?

- A. They discuss matters with the external auditor and ask for their advice.
- B. They carry out assignments and report their findings to the Audit Committee.
- C. They ask the Audit Committee to carry out assignments and review the work of the Audit Committee.
- D. They carry out assignments set by the CEO and report to them only.

4. Which of the following statements are correct?

- (1) By implementing strong controls an organisation can fully eliminate all chance of fraud or error.
- (2) Internal audit may carry out a one-off investigation into a fraud within an organisation.
- (3) Only accounts staff are responsible for reporting fraud within an organisation.

- A. All of them
- B. None of them
- C. (2) only
- D. (1) and (2) only

5. Which of the following would limit the independence of the Internal Audit function?

- A. The Internal Audit function reports to the Audit Committee.
- B. The Internal Audit function has too many staff for the work available.
- C. The remuneration package of the Internal Audit function includes a bonus based on profit for the year.
- D. Several of the Internal Audit function staff are qualified accountants but several others are not.

Mind Map 12 - Modern Finance Function

1. WHR Ltd. has decided that the best way to position the finance function of the organisation is to have it carried out by an external party. This is an example of:

- A. Business Process Re-engineering
- B. Shared Services
- C. Outsourcing
- D. Offshoring

2. Which of the following best describes a 'shared services' approach?

- A. The centralisation of a previously dispersed function within the organisation.
- B. A company relocating corporate activities to a foreign country.
- C. A company using a local service organisation to perform one of its corporate functions.
- D. Decentralisation of a function to achieve more local control.

3. Which of the following is not a step in the business process re-engineering stages:

- A. Process Re-design
- B. Process Rationalisation
- C. Process Identification
- D. Process Ratification

4. Which of the following is NOT a benefit of undertaking business process re-engineering?

- A. It may lead to competitive advantage for the organisation.
- B. It is guaranteed to lead to cost savings.
- C. The complexity of the process may be reduced.
- D. The organisation may achieve a new perspective through the process.

Mind Map 13 - Information Management & Technology

1. Which of the following is NOT one of the recognised characteristics of good information?

- A. Cost beneficial
- B. Complete
- C. Accurate
- D. Robust

2. Production of a regular report on the movement of the share price of the organisation is an example of which level of organisational information?

- A. Strategic
- B. Operational
- C. Tactical
- D. Managerial

3. Which of the following is NOT an example of a general control over a computer network?

- A. Logical Access
- B. Validation of invoices
- C. Physical Access
- D. Access logging

4. Fill in the missing word:

'..... controls are built into the system such as the automatic pre-numbering of invoices'

- A. General
- B. Fraud
- C. Application
- D. IT

5. Access logging is an effective control in prevention of which of the following IT risks?

- A. Physical Damage
- B. Data Corruption
- C. Operational Error
- D. Fraud or espionage

Mind Map 14 - IS Development

1. Which of the following would not be a cost incurred when evaluating a new information system?
 - A. Time taken to design and create the system.
 - B. Training required by the staff who will use the system.
 - C. Staff uncertainty created by the change.
 - D. Increased energy cost of the new system.

2. Which of the following is not a stage in the systems development process?
 - A. System analysis
 - B. System implementation
 - C. System consideration
 - D. System planning

3. Which of the following best describes a phased process of system implementation?
 - A. An immediate switch to the new system from the old one.
 - B. Operation of the new and old system together to assess the new system.
 - C. Using old data on the new system and checking results.
 - D. Gradual implementation one location at a time.

4. Which of the following is most likely to lead to the failure of the implementation of a new system?
 - A. The planned changeover is communicated to all users involved.
 - B. Consultation is carried out with all staff except the end users during the design process.
 - C. Training is provided for all members of staff who will operate the system.
 - D. The system complexity is reduced.

5. Which of the following is not normally associated with outsourced IS solutions?
 - A. Ensuring contract compliance
 - B. Preparing formal tendering documents
 - C. Invoicing, processing and payment
 - D. Assembly and maintenance of a suitably skilled workforce

Mind Map 15 - Managing Change

1. Which of the following factors is likely to lead to successful organisational change?

- A. Imposed by external consultants
- B. Maintaining existing policies and procedures
- C. Autocratic leadership
- D. initiated and supported by top management

2. Which of the following could be described as factors likely to be hindering change?

- A. Perception by staff that the old system is not working efficiently.
- B. Most members of staff have used the old system successfully for many years.
- C. Involvement of staff who will use the system in the design of the new system.
- D. Clarification by senior management as to the reasons for change.

3. Establishing a consultation process involving meetings with members of staff and trade unions in order to find common ground where change can happen that is acceptable to all is an example of:

- A. Coercion
- B. Education
- C. Negotiation
- D. Manipulation

4. Which of the following is not a benefit to an organisation of establishing Virtual Teams?

- A. The cost of having a physical presence in a location can be reduced.
- B. People with specialist skills can be brought together on one team regardless of physical location.
- C. The team does not require leadership as everyone is equal.
- D. The team can be flexible and meet more often if required.

Mind Map 16 - E-Business

1. Which of the following would NOT be a barrier to an organisation following a strategy of increasing its e-business activities?
 - A. The board have concerns over the security of the website.
 - B. The system will gather the personal data of customers.
 - C. The ongoing costs of maintaining their information systems will be higher.
 - D. The board are having difficulty in applying e-business activities to their current industry.

2. Which of the following would NOT help an organisation to manage information in order to maintain their relationship with customers?
 - A. Customer Loyalty Cards
 - B. Discount for providing contact details when purchasing
 - C. Offering a half price sale for one day only
 - D. Special offer to fill your details on a form and enter a prize draw

3. A system in the organisation for gathering, organising, sharing and analysing the intellectual capital within that organisation is called:
 - A. A knowledge management system
 - B. An enterprise information system
 - C. E-commerce
 - D. A customer relationship management system

4. Which of the following statements referring to cloud computing is not correct?
 - A. It enables organisations to vastly increase their data storage capability.
 - B. It requires expensive software to access cloud information.
 - C. It enables organisations to download and use software on demand.
 - D. It enables easier access to data for organisations.

Mind Map 17 - Big Data

1. Jamba Ltd. has installed a new computer system that enables it to collect extremely large volumes of information across the organisation. However, the different types of formats of the data being collected is causing some compatibility issues.

Jamba is having difficulty with which one of the 3 V's identified by Gartner?

- A. Volume
- B. Variety
- C. Velocity
- D. Variance

2. Which of the following statements relating to Big Data is NOT correct?

- A. Big Data includes both non-financial and financial data
- B. The ability to manage and analyse Big Data can create competitive advantage
- C. Big Data Analytics can help the organisation understand trends and customers
- D. There are many simple software packages available to analyse Big Data

3. Which of the following is a benefit to the organisation of using Big Data?

- A. They will have large volumes of data stored on their system or cloud server
- B. They will require highly skilled staff to interpret the data
- C. Product development can be driven in the direction of current trends
- D. There will be a constant stream of variable data entering their system

4. Which of the following is NOT typically a drawback to an organisation dealing with Big Data?

- A. Lack of skilled staff able to handle Big Data and the required systems
- B. Data protection legislation must be adhered to when handling the data
- C. Extracting usable data can be complex and hard to achieve
- D. Collection of and access to data from sources such as social media is difficult

5. Deft Ltd is an advertising agency that creates campaigns for clients in the sports fashion industry. They have become interested in the use of Big Data to make their campaigns more successful.

Which of the following Big Data possibilities would they be interested in exploring?

- A. Use of social media data to identify current fashion trends.
- B. Financial statistics measuring the current spending levels of consumers.
- C. Tracking social media mentions of brands who are currently clients.
- D. All of the above

Mind Map 18 - Operations Management

1. Which of the following is not one of the identified 4 V's that will influence operations management?

- A. Value
- B. Variety
- C. Variation
- D. Visibility

2. Which of the elements of Porter's Value Chain is described by the statement below:

'How the organisation goes about distributing the finished goods'

- A. Operations
- B. Procurement
- C. Outbound logistics
- D. Firm Infrastructure

3. Which of the following statements referring to a supply chain network is NOT correct:

- A. It involves linking all members of a particular supply chain
- B. It requires collaboration and co-ordination
- C. It may involve allowing suppliers to access an organisations computer system
- D. It requires tight contracts focused on cost above all else including quality

4. Sourcing of supplies is no longer being seen as simply a day to day procurement process focusing on price and putting pressure on suppliers, but as an integrated part of the strategic direction of the organisation.

Is this statement:

- A. True
- B. False

5. Reck and Long's model can be used to identify the organisations approach to:

- A. Management of purchasing and supply
- B. Management of Human Resources
- C. Management of sales
- D. Management of strategic direction

6. Which of the following does not represent a 'spoke' in Cousins supply wheel?

- A. Performance Measurement
- B. Organisational Structure
- C. Cost/Benefit
- D. Competitive Advantage

7. A modern approach to management of relationships with suppliers is to increase the pressure to reduce costs as low as possible through a watertight contract enabling the organisation to pay less if there is any delay on supply.

Is this statement:

- A. True
- B. False

Mind Map 19 - Process Design & Sustainability

1. Process design can be improved by:

- A. Restructuring the organisation on a functional rather than process basis
- B. Increasing checks on suppliers
- C. Undertaking a re-design of inefficient processes
- D. Increasing quality control checks

2. Process maps will be used during which stage of Business Process Re-engineering?

- A. Implementation of new process
- B. Analysis of existing process
- C. Development of new process
- D. Process re-design

3. Which of the following is NOT a stage in the development of a new product/service?

- A. Time to Market
- B. Product Testing
- C. Design Process
- D. Product Maturity

4. Conducting operations in a sustainable way means that the organisation can maintain needs without jeopardising needs.

What are the missing words?

- A. Operational, strategic
- B. Environmental, human
- C. Current, future
- D. Employee, stakeholder

Mind Map 20 - Operations Management Techniques

1. Which of the following best describes 'demand management' when related to capacity planning?

- A. Maintaining a static level of production regardless of demand
- B. Using offers and discounts to smooth demand to match production
- C. Changing production levels in response to changes in demand levels for the product
- D. Demanding more output per hour from the production line

2. The Economic Order Quantity (EOQ) tells us:

- A. How much inventory will be required in the year.
- B. How much inventory should be included on the Statement of Financial Position
- C. How much inventory to order each time an order is made
- D. How much inventory to keep in stock to avoid running out

3. CAD and CAM technologies are typically both used in a:

- A. Continuous Inventory System (CIS)
- B. Flexible Manufacturing System (FMS)
- C. Computer Integrated Manufacturing process (CIM)
- D. Business Process Re-design (BPR)

4. A system that uses a computer program to turn CAD into a numerical sequence and interprets that sequence into patterns which are cut automatically by machine.

The above statement best describes:

- A. CIM
- B. FMS
- C. CNC
- D. AGV

5. HYT Ltd. have recently implemented a new system that enables them to integrate the finance function with the inventory management system, the procurement process and the sales system in that one package.

The new system could best be described as:

- A. An Executive Support System (EIS)
- B. A Management Information System (MIS)
- C. A Transaction Processing System (TPS)
- D. A Decision Support System (DSS)

6. Which of the following is most likely to have the plant used in their processes positioned in a fixed position layout?

- A. A small company manufacturing a wide range of electronic components, the type of which depends on demand.
- B. An insurance company.
- C. A medium sized company manufacturing bespoke luxury cars with the design depending on what is required from each individual customer.
- D. A large company mass producing one make of car with choice of 2 finishes.

Mind Map 21 - Quality

1. When inspecting products prior to shipping to customers a manager notices that several of the items are damaged. This is an example of which category of cost of quality?
 - A. Prevention Cost
 - B. Appraisal Cost
 - C. Internal Failure Cost
 - D. External Failure Cost

2. Which of the following is NOT a principle of a Total Quality Management (TQM) approach within an organisation?
 - A. Right first time
 - B. Reverse logistics
 - C. Continuous improvement
 - D. Customer focus

3. Implementing a 'Kazien' system of continuous improvement to increase quality within an organisation does not involve which one of the following?
 - A. Incremental improvement
 - B. Immediate large scale changes
 - C. Gradual elimination of waste
 - D. Long term improvements in quality

4. Which of the following is NOT one of the 5S's leading to a high quality work environment?
 - A. Sieketsu (Standardise)
 - B. Seiton (In Order)
 - C. Shitsuke (Self Discipline)
 - D. Sensi (Leadership)

5. What is the likely error rate if it lies beyond the sixth sigma of probability?

- A. 1 defect in 500,000
- B. 2.5 defects in 750,000
- C. 3.4 defects in 1,000,000
- D. 1.3 defects in 10,000,000

6. A process where a small group of employees with a range of skills from all levels of the organisation meet on a regular basis to develop solutions to quality issues.

This statement best describes:

- A. Six Sigma
- B. A Kazien approach
- C. Statistical Process Control
- D. Quality Circles

Mind Map 22 - Lean Systems

1. Which of the following is true of a lean system or process?
 - A. Production is driven by 'supply push'
 - B. A large stock of raw materials is kept in case of a stock-out
 - C. The focus is on increasing the volume of production
 - D. It should systematically eliminate waste

2. Which of the following is true of a Just-In-Time production system?
 - A. All machines should be used at maximum capacity at all times
 - B. The time taken to set up machines should be increased
 - C. The shop floor layout should be designed to improve production processes
 - D. More inventory will be produced due to faster production

3. Which of the following is NOT required in order to undertake Just-In-Time production?
 - A. Complex processes
 - B. A reliable supplier
 - C. Customer demand for the product
 - D. Flexible workforce

4. Collaborating with suppliers may bring a company added value because it can:
 - A. Strike a harder bargain with its suppliers
 - B. Work with a supplier to improve quality and reduce costs
 - C. Avoid transaction costs
 - D. Introduce price competition amongst suppliers

5. Which of the following is required in order to manage 'reverse logistics' effectively?
 - A. A long warranty on the product sold to customers
 - B. Less packaging on products
 - C. Reduction of the weight of the product
 - D. Understanding the cause of customer returns

Mind Map 23 - Marketing I

1. Kavan Ltd. takes the view that if they can produce their products in a very efficient manner so that the cost per unit is as low as possible they will be able to achieve competitive advantage in their market.

Is this approach to selling a product:

- A. A sales orientation
- B. A product orientation
- C. A production orientation
- D. A marketing orientation

2. Which of the following best describes transaction marketing?

- A. Aggressive promotion of the product through direct marketing
- B. Building a relationship with the customer to understand their requirements
- C. Making the production process as efficient as possible to lower costs
- D. Concentrating on product quality with little or no focus on customers

3. Lanfo Ltd. has undertaken an analysis of the macro-environment in which it operates and discovered that their products tend to sell better in locations where the population could be considered to be better educated than average.

Under which of the PESTEL headings is this information likely to be categorised?

- A. Political
- B. Social
- C. Ecological
- D. Legal

4. Bill has decided that it is time to replace his old smartphone with a new model. He has discussed this with his life-partner John who agrees and has gathered some information on the latest models. Their close friend James has suggested the latest iPhone as he has one and it takes lovely photographs. Bill eventually decides to choose an HTC One based on price.

In the above buying process scenario James could be described as the:

- A. Initiator
- B. Gatekeeper
- C. Influencer
- D. Decider

5. Karl is 15 years old and plays the drums in a band with his friends and in the school orchestra. He loves music and his favourite band is Metallica.

Which of the following is most likely to be a reference group for Karl?

- A. His friends in the band
- B. His teacher from the school orchestra
- C. His mum
- D. The lead singer from Metallica

Mind Map 24 - Marketing II

1. Which of the following is not a stage in the marketing planning process?
 - A. Situation analysis
 - B. Setting objectives
 - C. Need recognition
 - D. Implementation and review

2. Which ONE of the following should logically precede market segmentation?
 - A. Targeting
 - B. Positioning
 - C. Market Research
 - D. Promotional Activity

3. Which ONE of the following is NOT an example of primary market research?
 - A. Direct contact with customers by telephone to discuss buying intentions
 - B. Use of government statistics to identify market growth trends
 - C. Conducting a focus group to discuss a new product
 - D. Conducting questionnaires with current and potential customers

4. Which of the following is not a benefit that an organisation may achieve by building a strong brand around one of their products?
 - A. Rogue traders are unlikely to create and sell counterfeit replicas of the product
 - B. Consumers may pay a higher price for the product
 - C. The product is likely to stand out more to consumers
 - D. Consumers may not purchase competitors products even if they are better

5. Which of the following could be considered a benefit to the organisation of using Big Data to enhance it's marketing plan?
 - A. Production can be conducted more efficiently
 - B. The plan can be conducted in a more cost effective manner
 - C. It may enable them to better identify trends in the market
 - D. It will increase the quality of the product produced

Mind Map 25 - The Marketing Mix

1. Delf Ltd. has been selling product 46 for a number of years and it has been very successful for them and experienced high growth in sales year on year, however recently they have become aware that the sales growth has slowed and is leveling off even if they increase their marketing spend.

Which of the following stages of the product life cycle is product 46 currently in?

- A. Introduction
- B. Decline
- C. Growth
- D. Maturity

2. Kilt Ltd. has a number of products in it's portfolio and has recently analysed each using a BCG Matrix. Product A is in a high growth market and has high market share.

What will Product A be categorised on the BCG Martix?

- A. Cash Cow
- B. Star
- C. Question Mark
- D. Dog

3. Nevin Ltd. has a brand new product and has decided to charge an initial low price in order to gain large market share.

Is Nevin undertaking:

- A. Price skimming
- B. Market segmentation
- C. Penetration pricing
- D. Loss leader pricing

4. The management of distribution channels and logistics could be categorised under which of the following 'Ps' in the marketing mix?

- A. Product
- B. Processes
- C. Promotion
- D. Place

Mind Map 26 - Marketing IV

1. Which of the following is not a feature of Business to Business marketing?
 - A. There is likely to be more bulk purchases of large quantities
 - B. There are many more buyers than in Business to Consumer marketing
 - C. The specifications of the product may well be complex
 - D. Demand is derived from the demand for the ultimate product from the consumer

2. Which of the following could be a valid criticism of the marketing concept in modern society?
 - A. Consumers already know everything that exists through looking at the internet
 - B. Marketing companies no longer need to collect data on customers due to social media
 - C. Consumers do not believe anything that businesses say in their marketing material
 - D. Marketing could be accused of contributing to a 'throw away' society

3. Which of the following is most likely to meet the definition of a demerit good?
 - A. Cigarettes
 - B. Crude Oil
 - C. Vegetables
 - D. Bicycle

4. Which of the following is NOT accurate when considering the need for marketing within the Not For Profit (NFP) sector?
 - A. There is much more competition for donations from the public now than historically
 - B. There is increasing commercial pressure in the public sector
 - C. The public are able to distinguish easily between the values of different NFP organisations
 - D. NGOs often find it difficult to communicate their purpose to the public

Mind Map 27 - Human Resources Management I

1. The Guest Model that relates to Human Resource Management considers the impact of HRM on the organisation and the outcomes that relate to the performance of the organisation.

Which of the following is not one of the components of the Guest Model?

- A. HRM Practices
- B. Behavioral Outcomes
- C. Financial Outcomes
- D. Recruitment Outcomes

2. Which of the following statements is NOT correct regarding Human Resource Planning (HRP)?

- A. The aim is to identify and close the gap between labour demand and supply
- B. The process is cyclical and carried out every 3 - 5 years
- C. It is a strategic approach to managing human resources on a day to day basis
- D. It requires an 'audit' of existing skills in the organisation

3. This modern business structure means that employees are likely to require additional training and the ability to multi-skill due to the requirement to work across functions.

Which of the following does the above statement refer to?

- A. Virtual organisations
- B. Flexible working
- C. Project teams
- D. HRP

4. Background and circumstances, special attributes and disposition are all factors often identified in which ONE of the following?

- A. Person specification
- B. Job description
- C. Service level agreements
- D. Key performance indicators

5. Which of the following statements relating to assessment centres is correct?

- A. It is an approach to recruitment
- B. It is part of the staff appraisal system
- C. It occurs after an offer of employment has been made
- D. It is an approach to selection

Mind Map 28 - HR II Appraisal & Training

1. Which of the following best describes a 360 degree type of appraisal?
 - A. The appraisee prepares feedback on the appraiser as well as feedback from colleagues
 - B. The appraisee prepares their own review in advance of the meeting
 - C. The appraisee's direct manager carries out the appraisal interview
 - D. The appraisee's colleagues' views are sought to assess performance

2. Which of the following is not a barrier to effective appraisal identified by Lockett?
 - A. Chat
 - B. Bureaucracy
 - C. Confrontation
 - D. Argument

3. Career development sees the interaction of which 3 elements?
 - A. Education, learning & development
 - B. Development, appraisal & training
 - C. Training, development & education
 - D. Education, reward & training

4. Succession planning may be desirable in a large organisation for which of the following reasons?
 - A. To ensure that no managers leave the organisation
 - B. To ensure competence in key functions of the organisation
 - C. In order to plan for every eventuality
 - D. To identify potential leaders outside the organisation

Mind Map 29 - HR III

1. Evan has just been offered a new job in Aven Ltd. He will be paid a basic salary and a share of the profit over a certain level, in addition the job comes with an above average pension and free private health care.

The offer to Evan in his new job is an example of:

- A. Performance related pay
- B. Non financial rewards
- C. Profit related pay
- D. Total reward package

2. Which one of the following best describes a psychological contract?

- A. The mutual expectations of an employer and employee
- B. The use of psychometric testing in selection
- C. The responsibilities of each employee to other employees
- D. The cost of managing knowledge in the organisation

3. An employee may end their time with a particular employer due to redundancy. Which of the following would be a legitimate reason for making an employee redundant?

- A. As the result of a disciplinary process due to unacceptable behaviour
- B. Where the team that the employee is part of is underperforming
- C. Where it becomes clear that the area of the business is going to cease
- D. If the employee is hurt in an accident and can't perform the role for 6 months

4. Kevin has an ethical dilemma at work that he cannot resolve. He has assessed the situation and followed the required procedures with his line manager. He has also spoken to a more senior manager about the situation.

If Kevin still cannot resolve the situation what should his next step be?

- A. Bring the situation to the attention of the Audit Committee
- B. Contact CIMA about his concerns
- C. Resign with immediate effect
- D. Inform shareholders by calling an EGM