



You are a financial manager at Trayyner's Head Office. Your primary responsibilities are associated with management accounting and you report to Dzodzi Tsikata, the Senior Financial Manager, who reports directly to the Finance Director.

As you are already familiar with our business and latest financial reports and the Board are keen to address a number of specific business related issues. The specific issues have been outlined as follows. Please write an report to address these issues. Besides that, if you have any suggestions or advice which could add value to company, it is also highly welcomed. Your report should not only address the issues but should give a clear introduction together with an overall conclusion with suitable recommendations based on your analysis.

Task One

You have received the following email from Marja Mikkelsen, the Finance Director:

To: The Finance Manager
From: Marja Mikkelsen, Finance Director
Subject: Radio Talk Show

Good morning FM,

As you are aware, Dzodzi is on annual leave for the next two weeks so I will be coming to you directly for your input and assistance with various tasks.

I have been asked to appear as a guest on a radio talk show on "Northland Today". If you are unfamiliar with this radio station, it is a lively current affairs broadcaster that discusses and debates topical developments in politics, economics, business etc.

The show I have been asked to participate in is a business segment, and the host is a respected broadcaster who regularly attracts audiences of over a million listeners.

The producer of the talk show has sent me some details, and I have attached these to this email. Please read these carefully.

To help me prepare for the radio talk show, I need you to do two things for me:

1. Describe the features/attributes of Northland's business environment that have contributed to our success, and
2. Discuss how we have achieved labour flexibility within our business model, including how our HR arrangements have added value to our business.

If you could pull your ideas together in a memo, I would be grateful.

Thanks in advance FM,
Marja
Marja Mikkelsen FCMA
Finance Director

Task One Reference Material

To: Marja Mikkelsen, Finance Director
From: Adam Booth, Producer, Northland Today
Subject: Radio Talk Show

Hello Marja,

Many thanks for agreeing to participate in our forthcoming radio talk show. I envisage that the discussion will be lively, but well-informed and insightful to our listeners.

Although I expect the conversation to be “free-flowing” and unscripted, we always provide guests with some guidance about the content of the show and the areas that the host intends to discuss.

Accordingly, we intend to ask you about how the local business environment here in Northland, and how the achievement of labour flexibility, has contributed to Trayyner’s success at creating value for stakeholders.

Obviously, we would hope you could share your thoughts using illustrations and examples from your own business.

We are still in the planning phase regarding the actual content and direction of the talk show, so I will be in touch if any other likely discussion topics come up.

Thank you again Marja for your support. The success of our talk show owes a lot to the generosity of those people that give up their time to participate.

Kindest regards,

Adam

Mr. A Booth
Producer
Northland Today

Task Two

You have just returned from your lunch and have been left the following voicemail on your office telephone:

“Hi FM – it is Marja here.

Thank you for your memo to help me prepare for the radio talk show. It was very insightful.

The radio producer – Adam – has been back in touch and sent me another email this morning. I have forwarded you the email just now.

Can you please read this carefully and draft me a set of briefing notes that deals with his two additional topics? I will use your ideas to help me prepare for this event.

Please remember his previous request when he stressed it was important to illustrate my ideas within the context of our own business model.

Thanks FM. I will call you later to check on your progress”.

Task Two Reference Material

To: Marja Mikkelsen, Finance Director
From: Adam Booth, Producer, Northland Today
Subject: Radio Talk Show

Hello again Marja,

I hope you are well, and looking forward to the radio talk show?

As I mentioned in my previous email, we were still working on the final content of the debate/discussion and I said I would be in touch to brief you if we intended to ask you any additional questions.

In respect of this, there are two areas we may ask you about (if time permits):

- Firstly, we may ask you to explain the challenges that so-called digital and disruptive technologies have created for your business model, and
- Secondly, we may ask you to describe the functions of the capital markets (including the opportunities that their successful operation creates for the business community).

We will not have time for any extra areas of discussion Marja, so I will meet you at Broadcasting House on Friday at 7am as agreed.

Kindest regards,

Adam

Mr. A Booth
Producer
Northland Today

Task Three

You have received the following email from Marja Mikkelsen, the Finance Director:

To: The Finance Manager
From: Marja Mikkelsen, Finance Director
Subject: Thank you

Hello FM,

I don't know if you managed to listen to the Talk Show on Friday? I really enjoyed being part of it, and I found it exciting and insightful.

Adam, the radio talk show producer, sent me an email this morning and I have attached it to this email. Please read this carefully.

In a nutshell, due to the success of the talk show they would like to do a follow-up/second radio segment using the same guests and format as the first one. I have agreed to be involved again.

Obviously, I need to prepare for the new set of discussion topics and questions that Adam has alerted me to in his email.

I was so impressed by your contribution to the previous talk show, I would like you to help me again to prepare for this second appearance.

To do this, can you please draft me a memo that:

- Describes – with examples - how a traditional quality management (TQM) program, often used in manufacturing environments, could be adapted for use in a service sector business, and
- Advises – with examples – the areas we assess (or should assess) in the evaluation of our courses, including why it is important we closely monitor these areas.

Thanks in advance FM,

Marja

Marja Mikkelsen FCMA
Finance Director

Task Three Reference Material

To: Marja Mikkelsen, Finance Director
From: Adam Booth, Producer, Northland Today
Subject: WOW!

Good morning Marja,

I cannot thank you enough for your participation and contribution to last Friday's breakfast talk show.

The show was an overwhelming success, and the feedback we have received has been brilliant. Our initial audience/listener numbers suggest that over 1.2m people listened in, and this volume of listeners remained consistent throughout the whole talk show. Consistent listener numbers are the best indicator of audience satisfaction and engagement, and this reflects the quality of the discussion and debate during the show.

As a result, we are keen to run a follow-up show this coming Friday using the same guests and format. I appreciate that this is short notice, so I am keeping everything crossed in the hope that you could join us and appear as a guest again?

Assuming you can participate, the area of discussion this week will be around how successful and effective business processes can be adapted and applied differently in service sector and manufacturing business environments.

More specifically, the host will ask you how recognised total quality management initiatives, used in manufacturing, could be successfully adapted for service sector businesses. In addition to this, we wish to explore what an effective performance evaluation and management process might look like in a training provider such as Trayyner.

I really do hope you can participate in the second talk show. You were excellent in the first one Marja; you communicated your well-informed ideas exceptionally well.

Kindest regards,

Adam

Mr. A Booth
Producer
Northland Today



Task Four

You have just bumped into Marja at the coffee machine. An extract of the conversation is reproduced below:

"Hi FM,

I am glad I have bumped into you; I was about to send you an email.

The second radio talk show is taking place tomorrow, and Adam the producer has literally just called me to give me advanced warning of two more questions I may be asked if they have time.

Given the time pressure to prepare for this, can you have a think about the following two issues:

- *Firstly, I need you to describe the techniques that we often use to encourage our course delegates to collaborate more effectively, and*
- *Secondly, can you discuss the challenges/barriers we often face in the delivery of our communication to delegates during our courses.*

Given the immediacy of this, can you please drop me your thoughts in an email?

Thanks FM. Enjoy your coffee."