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College/ Institute	College of Business, Arts and Social Sciences		
Department/Division	Economics and Finance		
Exam Author(s)	Mirwais Usmani		
Programme	BSc in Accountancy; BSc in Finance and Accounting; and BSc in Economics and Accounting		
Module Code	AF2601		
Module Title	Management Accounting		
Month	May	Year	2020
Paper Type	Mock seen		
Duration	Time Allowed: 2 hours		
Question Instructions			
Are Calculators Permitted?	YES		
Permitted Reference Materials	NO		
Required Stationery	Calculator		

2015 EXAMINATIONS



PART II

SOCIOLOGY

(3 Hours)

322. Violence in Society

For all candidates OTHER than Lent and Summer term Junior Year Abroad student: Answer THREE questions in THREE hours.

For Lent and Summer Term Junior Year Abroad students: Amover TWO questions in TWO learn.

How should violence be defined?

- 2. Does cosmopolitan humanstarianism provide a justification for war?
- 3 Why does Foucault suggest that brutality by the state might diminish? Is he right?
- 4. Does the development of democracy reduce the likelihood of violence?
- 5 Is Menton's concept of structural strain relevant to the analysis of violence today?
- 6. To what extent is violence gendered?
- Is tacsit violence part of modernity?
- 8 Does the contemporary state have a monopoly over legitimate violence?
- Does concentrating power in the state reduce violence in civil society?
- 10. Do some forms of capitalism cause more violence than others?
- Are 'new wars' significantly different from old wars?

Please Turn Over

Exam 2 is comprised of, multiple choice and problem specifies. The study specifies and sample problem below should shap you prepare for the case. Please unite that the study formal does and dreed with the case the formal does and dreed of this study grind.

Solutions problems can be found at the cold of this study grind.

1. Describe and the following inverse, various systems including the impact that the cord five assumption has on not income (nonmining a period of rising prices).

2. LIFO

3. Differentiate between a periodic and propertual inventory systems.

4. Monthly who would gry the shipping charges and have title to merchandise theyer or wither under each of the tollowing alphysic prome.

5. Hot Differentiate between a periodic and propertual inventory systems.

7. Monthly who would gry the shipping charges and have title to merchandise theyer or wither under each of the tollowing alphysic prome.

8. FOR Describerion

Production Strategy:

Processes and

Processes and

Processes and

Continuous Production

Acca sbl past questions. Sbl past exam library.

Some of the candidate's points arise from evidence identified from the case but the consideration of the impact on the strategic aims is often missing or unclear. How do we build an effective and supportive workplace? The candidate has presented a clear, balanced and logical report, showing clearly the arguments for either optimising the Excelsion

order and the BB order. More effective interaction with the wider community. RETAIL PARTNERS We should consolidate our position with our current retail partners, through careful management of our relationship with our supermarket customers in particular. Key processes and product results, customer-focused results, workforce results, leadership and governance system results, and overall financial and market performance. An evaluation of the option to prioritising this order will give us a lower contribution than prioritising the Excelsior order. Strategy Considers how to develop strategic objectives and action plans, implement them, change them and measure progress. However, we must manage our website sales channel very carefully, to ensure that it operates effectively. Past exams can prepare you for the styles of question you may face in your exam. The arguments are mostly presented in a logical way and the candidate has used most of the relevant information needed to support their argument. If this order optimised, BB will not receive its full order. OD's recommendation fits with ACCEPT approach. Most of the candidate's points are based on evidence identified from the scenario and the candidate has made a reasonable attempt to consider the impact of the risks on the strategic aims. However, answers must be centred on performance excellence. Up to a maximum of 16 marks. Leadership Considers senior leaders' responsibilities - senior leaders' responsibilities - senior leaders play central role in communicating/setting values, direction and creating organisational focus on action. In brief What is the BPP ECR? Very labour and cost intensive - require 16,000 hours of labour per month for this order. Impact is high, particularly on reputation and lives of those being exploited. Website provides opportunity to develop the market, sell whole range of existing products to a wider range of customers (corporate clients and international customers). Regular re-design of products key criterion in ability to be innovative, in order to continue to satisfy customer needs and build long-term relationships. Creating and maintaining high-performance environment directed toward engaging staff. We identified in the brainstorming session that Dulce has a strong leadership team but we also need to assess how our senior team leads the organisation and develops plans for the future. Help us achieve strategic aim, providing that products which customers demand are provided in the shops. Prioritising the BB Supermarkets order Non-financial considerations: BB is second largest supermarket chain in Northland and an established relationship with Dulce which we could build upon through selling this new luxury product. Our multi-channel sales network is a means by which we aim to satisfy consumers' needs, whilst also mitigating the overall risk to the business from a downturn in any specific sales channel. However, we must only close those shops which are not profitable or which do not support our brand. The candidate has made sound and very well justified assertions and has demonstrated clear and objective judgement of the findings of the board members in relation to performance excellence. 0 1 2 4 Closure of 20 shops (12%) an effective way of improving the customer perception. Doing nothing will cost nothing. The articles can be found on the ACCA website, via the following link: Study support videos In addition to articles, the ACCA have provided study support videos which can be accessed via the following link Past question papers and Examiners Debrief Guidance to help you if you are taking the SBL exam for the first time as this takes you through how to use the examiner's reports as part of your revision phase CBE Examination guidance Good exam technique alongside good technical knowledge is key to exam success. This must include the use of child-labour, therefore to merely accept this and not attempt to address this use with positive actions to assist cocoa farmers and the children they employ would be against our ethical beliefs. Slide 2: Consideration of risk responses HR DIRECTOR AVOID Unlikely high impact Impractical High costs Will not address the issue OPERATIONS DIRECTOR AVOID Unlikely high impact Impractical High costs Will not address the issue OPERATIONS DIRECTOR AVOID Unlikely high impact Impractical High costs Will not address the issue OPERATIONS DIRECTOR AVOID Unlikely high impact Impractical High costs Will not address the issue OPERATIONS DIRECTOR AVOID Unlikely high impact Impractical High costs Will not address the issue OPERATIONS DIRECTOR AVOID Unlikely high impact Impractical High costs Will not address the issue OPERATIONS DIRECTOR AVOID Unlikely high impact Impractical High costs Will not address the issue OPERATIONS DIRECTOR AVOID Unlikely high impact Impractical High costs Will not address the issue OPERATIONS DIRECTOR AVOID Unlikely high impact Impractical High costs Will not address the issue OPERATIONS DIRECTOR AVOID Unlikely high impact Impractical High costs Will not address the issue OPERATIONS DIRECTOR AVOID Unlikely high impact Impractical High costs Will not address the issue OPERATIONS DIRECTOR AVOID Unlikely high impact Impractical High costs Will not address the instance of but the likelihood of the use of child-labour by cocoa farmers is high. Ask exam specific questions and support each other with study and motivational tips. Question practice is a vital part of exam preparation. The candidate has used an appropriate tone for the finance director and has presented a compelling and logical recommendation. 1 2 4Professional skills may be additionally rewarded as in the following rubric: How well has the candidate demonstrated professional skills in considering the risks identified by Dulce. The candidate has demonstrated poor or no analysis skills. Complement sales of other chocolates currently sold by retail partners. Focus on creating better relationship with customers - customer service. However, this is likely to require us to improve relationships with customers in our shops. During the twenty years of his career he has worked in Auditing, Banking, Telecom and Oil and Gas sector of the different companies. Investment in staff training and best location. The candidate has demonstrated poor professional judgement by failing to use an appropriate framework to structure their answer. The candidate has demonstrated weak evaluation skills. Nor can they be used as examinations, in whole or in part, by other institutions or awarding bodies. Back to resources Tell us what you think Give feedback Skip to main content Home / ACCA / We are compiling some of the additional resources which help students clear the exams Technical articles which you should read to support your studies. Operations Considers how we focus on our organisation's work, product design and delivery, innovation, and operational effectiveness to achieve organisational success. However, we need to be careful that these new products do not impact on our confectionery sales nor the high-quality image we strive to achieve. However, proposed strategic development opportunities are to produce a wider range of products through production of chocolates for other retailers, and therefore it is a possible opportunity. The candidate has shown excellent professional judgement in selecting and applying effectively a suitable framework to evaluate the findings of the board members. Widespread practice in the industry. The candidate has used an appropriate tone for the finance director. The candidate has demonstrated excellent communication skills. During these years thousands of delegates have benefited from his knowledge and expertise. Shops are possibly the best place to achieve strategic aim - customers experience for themselves the brand. The candidate has not effectively appraised the information presented and has merely listed information already given or has presented a purely theoretical answer with no evaluation demonstrated. 3 Up to 2 marks for each point from the brainstorming summary discussed and applied correctly to the Baldridge model but has adequately discussed performance excellence in Dulce, using the brainstorming information, then award up to the maximum marks available. Evidence suggested in the article indicates that the majority of the cocoa farms located in the two cocoa growing countries do use child-labour. The candidate has shown limited professional judgement in appraising the information provided but has used an appropriate framework. Therefore, it would seem highly likely that some, if not a significant number of the cocoa farmers supplying our key suppliers, do use child-labour. Obviously, doing nothing will cost nothing and it means no change in what we do. Measurement, analysis and knowledge management Measuring, analysing, and improving performance and managing organisational knowledge to drive improvement, innovation, and organisational competitiveness. Play active role in audit process of the cocoa farmers to ensure that we are satisfied with practices being used. Likelihood is high. Back to resources Mr. S.M Ali has over twenty years working experience. For us as a business, it should improve our reputation in the industry and thereby attract more customers. View an explanation video Course Validity Course access is valid for 2 exam attempts What's in the course Online recorded lectures (unlimited views) Assessments and Mock tests CBE software practice area Further Practice questions (printable) Strategic Professional - Essentials, SBL Strategic Professional - Essentials, SBL Strategic Professional Examinations it is not always possible to publish suggested answers which comprehensively cover all the valid points which candidates might make. The candidate has presented the answer in a clear format and most of the risks are investigated adequately for the intended audience. The candidate has demonstrated excellent analysis skills. How do we ensure effective management of our operations? An example to support our effective leadership is that the board regularly reviews our mission and aims, which is a key process of effective leadership. A further key question to ask in relationships with the wider society? Dulce has strong leadership team but need to assess how senior team leads organisation and develops plans for the future. BUT - only close underperforming shops or those which do not enhance image. Could prove to be highly lucrative in the future but further orders not vet agreed. This could help to achieve our strategic aim only if these new products are actually demanded by the customers. Being able to practice in the CBE environment provides a fantastic opportunity to get fully prepared for the real exam. Likely to require significant number of staff and, in addition, more supervision and investment in training and equipment. However, this will be very dependent on us developing the suitable infrastructure to support international sales growth. Mr. Ali has also been actively engaged in training and development of professionals. A sales development strategy based on our current shops would be considered as market penetration, where we aim to increase the share of our existing product range. Must now capture and measure 'real-time' information (measures of progress) for evaluating, improving, and innovating processes and products. There is likely to be a high risk to the achievement of our strategic aims of growing and developing our products/markets and developing new product ideas. As chocolate is a low value product for consumers, this issue is unlikely to be a major factor in the purchasing decision of most customers. Overall, it would be better to remain working with these cocoa farmers to put in place controls to ensure child-labour practices are monitored and assistance is given to provide education and support to both farmers and the children working on these farms. However, it goes directly against our stated beliefs as an organisation, as evidenced in the ethical sourcing statement of our annual report. We must play a more active role in the audit process of the cocoa farmers to ensure that we are satisfied with the labour practices being used. From brainstorming session, Dulce undertake regular staff training and skills updates. Senior leaders play a central role in communicating and setting values and directions for all stakeholders and creating an organisational focus on action. Likelihood high, given high number of cocoa farmers used in Geeland and Rodia. Open up a new market but will require investment in staff development. DULCE WEBSITE Our website provides us with the ideal sales environment to offer new products. We should invest in and support international initiatives for training of farm owners and workers in the issues around using child-labour. It is likely to require a significant number of dedicated staff and more supervision. Must be careful not to allow a contract with Excelsior to damage this relationship. International website sales allows us to develop our market reach further - allows opportunity to sell products to customers who are not able to purchase them elsewhere. From brainstorming session identified investment in training and equipment will also be necessary. Should improve Dulce's reputation in the industry and attract more customers. However, we need to understand the extent to which customers are interested in buying these products through the Dulce website. This will assist in achieving our strategic aim. Return to the exam resource finder to locate other materials to help with your studies Tell us what you think Give feedback (ACCA does not publish past AB, MA and FA exams - to practice you need to buy Revision Mock exam MA Management Accounting Specimen Exam Paper See also MA Mock exam FA Financial Accounting Specimen Exam Paper See also FA Mock exam LW Specimen Exam Paper (ENG & GLO) Questions: Corporate and Business Law-LW(GLO) - LW(GLO) Answers Paper LW Past Exams GLO (Q&A) | Paper (ENG) | ACCA LW Mock Exam (GLO) PM Specimen Exam | PM Past Exams See also PM CBE mock exam | PM Revision Kit Live TX Specimen Exam | FR Past exam papers See also FR objective test exam (Section A) | FR Revision Kit Live AA Specimen Exam | AA Past exam papers See also: AA Mock exam | AA Practice Questions | AA Revision kit live FM Specimen Exam | FM Past exam papers See also: AA Mock exam | AA Practice Questions | SBR UK variant questions SBR UK Specimen Exam | FM Past exam papers See also: AA Mock exam | AA Practice Questions | SBR UK variant questions SBR UK Specimen Exam | FM Past exam papers See also: AA Mock exam | AA Practice Questions | SBR UK variant questions Exam SBL Specimen exam | SBL Past exam papers See also SBL revision lectures solving past ACCA questions] AFM Specimen Exam | AFM past exam papers See also APM revision lectures based on ACCA questions and [AFM past exam papers See also AFM past exam papers See also AFM revision lectures based on ACCA questions and [AFM past exam papers See also AFM past exam papers [See also AFM past exam papers See also AFM past exam papers See also AFM past exam papers See also AFM past exam papers [See also AFM past exam papers See also AFM past exam papers See also AFM past exam papers See also AFM past exam papers [See also AFM past exam papers See also AFM past exam (These exams are out of date, you need to get updated Revision kit) AAA Past exam papers: International variant | UK variant See also: Free ACCA Lectures | Free ACCA Lectures | Free ACCA notes | ACCA Exams Dates How to pass exams | The Most Common Mistakes in the Exam Hall Students who complete EPSM in advance of sitting Strategic Professional exams have a 20% better success rate. Connect with the ACCA student community. Strategic aim is to develop and maintain strong customer relationships - this approach likely go against this aim. Unlikely to be a major factor in the purchasing decision of most customers. How we execute our plans effectively needs to be considered. (ii) To avoid issue is not the most suitable solution for Dulce. Cease using supplies from cocoa farmers who do not adhere to the standards set. Customer engagement as an important outcome of an overall learning and performance excellence strategy. Opportunity but will not assist in developing own reputation. This could be helped by more investment in staff training and in selecting the best performing shops in the prime locations. (iii) Most realistic option, given impact is probably quite low, but likelihood is high. Luxury hand-made products to current retail partners over the next two years. This may mean that we will need to take more control of the supplier audit process ourselves. The candidate has shown good professional judgement in selecting and applying a suitable framework to evaluate the findings of the board members. Should have positive benefits for the farmers and the people they employ. Have a long-term relationship with BB, an established customer. No real guarantee of future orders beyond three months, Board regularly reviews mission and aims, which is key process of effective leadership. Investment in refurbishment to encourage customers into shops, Professional skills may be additionally rewarded as in the following rubric:How well has the candidate demonstrated professional skills as follows:Not at all Not so well Quite well Very wellEvaluation skills in using professional judgement to appraise objectively the findings and opinions of the directors. The candidate has failed to demonstrate evaluation skills. Future sales dependent on improving availability of skilled labour - need investment. Excelsior - new retail partner. Our strategic aim is to develop and maintain strong customer relationships and this approach would likely go against this aim. We have clearly stated in our beliefs that we promote responsible labour practices. However, we will also have to consider the costs involved, as if we decide to increase our rate of pay to cocoa farmers to reduce the need for child-labour, then this may impact on our customers, through pricing, and our overall profitability. Control actions: Undertake regular audits. How do we engage with staff to achieve a high-performance work environment? We should consider how we can reduce the levels of child-labour used by cocoa farmers and try to work with these farmers to improve the working and living conditions of child-labourers. The candidate has presented the answer in a logical structure and it is entirely suitable for its intended audience. 0 1 2 4(b) (i) 1 mark for each correct application of the risk responses within the TARA framework (up to 3 marks). 1 mark for using the TARA framework (up to a maximum of 4 marks).(ii) Award up to 2 marks for each point discussed in relation to consideration of the operations director's response (up to a maximum of 4 marks).(iii) Award up to 2 marks for each point discussed in relation to consideration of the operations director's response (up to a maximum of 4 marks). up to 2 marks for each point discussed in relation to consideration of the finance director's response (up to a maximum of 4 marks). Up to a maximum of 16 marks in total for 2b.(i) Use of the TARA approach. Therefore, the suggestion by the human resource director may not be the best solution to the risk. Operations directorACCEPT Although the use of child-labour in cocoa farming is common practice, that does not mean that we should merely accept it and not attempt to improve the situation. Although the risk of child-labour which would be used by our cocoa farmers is likely to be of low impact on our overall business, from the evidence in the news article, it is likely to be of high likelihood and therefore the assertion by the operations director may not be justified. Strong growth in supermarket sales of 'own label' chocolate ranges in the last two years - consolidation will maintain strong working relationships. Primary sales channel to increase the penetration of products. The newspaper article indicates the scale of the issue in the whole industry and, therefore, identifying and using cocoa farmers who do not use child-labour may be impractical, taking into account the large number of cocoa supplies we need. Key to this use of data and information are their quality and availability. If Dulce undertakes Excelsior order, it must maintain a strong relationship with BB. Must take positive action by paying fair prices and providing a premium to invest in local communities. Low impact in the context of the industry-wide use of child-labour by cocoa farmers and the lack of awareness of its customers. Need to consider processes to engage with all stakeholders, in particular our investors and suppliers. The candidate has demonstrated good communication skills. (b) (i) 1 mark for each correct calculation (up to a maximum of 8 marks). For each evaluation, award up to 4 marks for relevant to prioritising Excelsior order (up to a maximum of 4 marks). Up to a maximum of 12 marks in total.(ii) Up to 2 marks for each point made and justified in relation to an overall recommendation (up to a maximum of 4 marks). Key points Prioritising the Excelsior order Non-financial considerations: Achieve strategic aim of developing both products and markets, by selling hand-made product to a new customer. If we are not able to satisfy customer needs effectively and/or react to what our competitors are doing, this will threaten our sustainability in the market place as our competitors may respond more effectively than ourselves. Need to consider how to reduce levels of child-labour used by cocoa farmers/try to work with farmers to improve conditions of childlabourers. All of the candidate's points are based on evidence identified from the scenario and throughout the answer there is a clear consideration of the importance of the processes we carry out in the previous six areas, we need to now focus on monitoring the outcomes of our operational performance which can then help us to predict our future performance excellence throughout our business. Strategic Business Leader (SBL) September/December 2019 Sample Marking Scheme 1 (a) Award up to 1 mark for each relevant point explained in relation to the proposed sales development strategies (up to a maximum of 6 marks for each sales development category). Up to a maximum of 16 marks for each sales development strategies (up to a maximum of 16 marks for each sales development strategies). excellent opportunity for us to use our proprietary brand name to enter the luxury chocolate market, which we cannot exploit with the Excelsior order. BB forecasts it could sell these products in more of its supermarkets after the initial three months trial and therefore presents us with an opportunity to develop these products into the longer term, thus achieving our strategic aim. Working with new retail partners widens our opportunities to increase our sales network and remain commodity prices (particularly cocoa supplies) could affect Dulce's profitability and therefore on our ability to offer a wide range of products due to a reduction in our investment in product development. Monitor industry standards and national wage rates in the countries where our cocoa farmers are located and set a fair rate above poverty line. As a consultant he has worked on several projects funded by the

Vorid Bank and the European Union. In addition, in this integrated case study examination candidates may re-introduce points made in other questions as long as those are made in the specific context of the requirements of the question being answered. The suggested answers presented below inevitably give much more detail not be bard members in relation to preference and the preference of the properties of
ecommended that we prioritise our order with BB. By hedging, it may mean that, on occasion, we pay more for our key ingredients than the prevailing market rate, but this will protect the consumer from potential losses and the loss of trust of our customers. Our products must have the
ighest integrityProduct contamination, caused by unclean production processes or defective raw materials, or unethical sourcing of materials could severely damage our reputation. There is a large potential for international sales growth using the Dulce website, helping us to achieve our strategic aim. The candidate has not used a suitable format to
nswer the question. The candidate has demonstrated limited analysis skills. We must maintain strong relationships with suppliers to ensure that ethical sourcing from cocoa farms is being adhered to. Therefore - take no action. Investment in improving customer experience, to engage better with customers and provide them with a wide range of high
uality products. However, the candidate has not used the framework appropriately to evaluate the findings of the board members in the most effective way. Professional skills may be additionally rewarded as in the following rubric: How well has the candidate demonstrated professional skills as follows: Not at all Not so well Quite well Very
vellCommunication skills in using compelling and logical arguments and clarifying the information presented to convey relevant information to the finance director. The candidate has demonstrated poor skills in presenting a logical argument for either the Excelsior order or the BB order. The Enhanced Classroom is ideal for Self-Study Students who
vant the benefit of online access to content, learning activities, and assessments whenever and wherever they want. This policy provides a stable cost base for us to make optimum trading and pricing decisions. There is a demo of PM, click on My learning and take the PM demo Url: https://pp.com/account user name: BPPECRdemo@gmail.com
assword: Demo2021 Course Provider BPP - ACCA Platinum training partner. Not considered in our brainstorming session. Undertake research to establish whether customers are interested in new products through website. However, non-financial factors must be considered (as discussed below) before making a final decision. Could help achieve
trategic aim if new products are demanded by the customers. May have negative implications on relationship with BB Supermarkets. We must monitor industry standards and national wage rates in the countries where our cocoa farmers are located and ensure that we set a fair rate above the poverty line. The production of luxury hand-made
roducts to new retail partners would help us to diversify and should assist in the achievement of our strategic aim. We have a long-standing business relationship with BB and they have offered us the potential to sell Dulce's branded luxury chocolates. They are also intended to support revision and tuition for future examinations. 1 (a) Slide notes (to
ccompany the sales director's slide presentation)DULCE SHOPS As the shops are our primary sales channel, they should play a key role in the growth and development of Dulce and should help us to achieve our strategic aim. We should regularly review the rates we pay for our cocoa supplies to ensure that this is fair and is not forcing the xploitation of child-labour. Our website provides us with the opportunity to develop our market, as it is a medium to sell our whole range of existing products to a wider range of customers, such as corporate and international customers. Likely that some, if not a significant number, of cocoa farmers supplying key suppliers do use child-labour. Big
ata analytics a key driver in analysing and understanding key performance information. Regularly review rates we pay for cocoa supplies to ensure that this is fair and not forcing the exploitation of child-labour. International website sales, which we are predicting will grow strongly in the coming years, will also help us to develop our market,
hrough targeting a wide range of overseas customers. Need to focus on monitoring the outcomes of operational performance which can help to predict future performance and drive performance excellence. Annual sales in our shops have decreased for the last three years, so we clearly need to focus on customer service to make sure customers
eturn to our shops, to make repeat purchases throughout the year. Market demands for Dulce to be agile and prepared for unexpected change, including volatile economic conditions or changing customers Considers key workforce practices. We need
a audit all cocoa farms at least once per year. (ii) Notes: HR director AVOID To avoid the issue of child-labour is not the most suitable infrastructure to support international sales growth. FD's approach fits with REDUCE approach. Brainstorming
ession identified 'strong governance procedures', but must analyse this further to understand effectiveness of governance processes. Past exams twice a year. The questions below are selected by the examining team as being most helpful for students
practice. Using these resources These exams appear as they did when they were sat. Developing our staff skills in hand-made chocolate products will help us build on performance excellence which should assist in building effective customer relationships and maintenance of our competitive position and brand image. How do we obtain information
rom customers and how do we engage with customers and build long-term relationships with them? Credit will be given to candidates for points not included in the suggested answers, but which, nevertheless, are relevant to the requirements. Engaged and committed staff throughout business drive product innovation and customer engagement and
byalty. Failure to invest in maintaining our competitive position may harm the image of our brand, as our competitive position depends on our continued ability to offer products which are readily available in the places they are demanded by customers. For example, our proposal to develop luxury hand-made chocolate
roducts is offering our customers a greater range of products to maintain our competitive position. Being open and honest with our customers will be critical in order to maintain strong customer relationships and trust in our product, therefore regular communication is vital. In the brainstorming session, identified a number of processes in relation
customers, including regular email and promotional offers. The biggest advantage of prioritising the order with BB - great opportunity to enter luxury hand-made chocolate market with own label. Investment in e-commerce should assist in developing and delivering operations overseas and to new customers. Customer surveys useful in engaging
with customers to assess/respond to needs. Excellent opportunity to develop product range in the longer term and improve our brand image, achieving our strategic aim. How do we design, manage and improve key products and work processes? We also run the risk that ethical consumers in Northland will seek alternative chocolate suppliers. From
he brainstorming session, identified use of annual appraisals and staff surveys to assist staff engagement. Stresses that organisation's long-term organisational success and competitive environment are key strategic issues and integral parts of overall planning. Only assist if staff feel engaged and committed to the process and believe opinions are
alued and acted on. Need to assess this by asking staff how far they believe these assist in overall engagement. Consider the costs involved - increasing our rate of pay to cocoa farmers may impact on our customers, through pricing, and our overall profitability. The candidate has made points which are not supported by the available evidence and
as not investigated how these risks link to the achievement of the strategic aims. Demo Take a look at the Quality of the BPP training before you make a decision. The candidate has presented most of the relevant information required by the finance director. Investment needs to be made in improving our customer experience, which will help us to ngage better with customers and provide them with a wide range of high quality products within a high-quality environment. There are advantages, in that it may attract a new range of customers who only buy products from guaranteed ethical sources but it is unlikely that these gains will off-set the cost of sourcing new cocoa farmers and the
otential loss of customers due to likely price increases of our products. The impact of this issue is not considered to be high, as most customers are not aware of these labour practices and are unlikely to change their buying behaviour if they did. Although in the brainstorming session we identified that we have 'strong governance procedures', in that
re follow our government's corporate governance quidelines, we need to analyse this further to understand whether our current governance processes are effective and how effectively we interact with the wider society. Slide 3:FINANCE DIRECTOR REDUCE Unlikely to be eliminated but can: o Reduce child-labour o Invest Improve reputation
ncrease costs CONTROL ACTIONS: Annual audit Review payment rates Investment Therefore, we must now capture and measure the 'real-time' information (measures of progress) for evaluating, improving, and innovating processes and products, in alignment with our overall organisational strategy. It also contains a blank workspace that allows
ou to answer constructed response questions from other sources in the CBE environment. Directly against our stated beliefs as an organisation, as evidenced in the ethical sourcing statement of our annual report. This may impact on us achieving our strategic aim of maintaining and developing customer relationships, as we may lose customers if we
educe our product range. Dulce must continue to buy its key inputs forward and work with suppliers to choose the optimal time and quantity for purchases of cocoa supplies. Shops are also possibly the best place to assist in achieving our strategic aim, as shops offer our customers actual experience of our brand and it is where we can build and
evelop strong customer relationships. They have not been updated in line with any changes in legislation or standards, or amendments to the syllabus or questions. The candidate has made some reasonable assertions in their appraisal of the findings and has demonstrated in a number of areas effective judgement of the findings of the board
nembers in relation to performance excellence. The candidate has demonstrated excellent evaluation skills. Practice Platform content Specimen exam Practice exams All study resources are the copyright of ACCA and can only be used for classroom and student use in preparation for their ACCA exams. Although the use of child-labour in
ocoa farming is common practice, does not mean that we should merely accept it and not attempt to improve the situation. We must also cease using any supplies from cocoa farmers who do not adhere to the standards which we set. It would also impact on our ability to develop new markets, as it would be far more difficult to attract new customers
they question our systems and the quality and integrity of our products. We must ensure that we maintain rigorous security systems throughout our supply chain to guard against poor quality/defective supplies. You should use them with caution when preparing for exams. You can buy up to date question and solutions from our Approved Content
roviders. Since 2006, he has been providing training courses to accounting and finance professionals. This should help to achieve our strategic aim. Retail partners also give us an opportunity to penetrate the market, by selling more of our own label products to current retailers over the next few years. The answers are therefore intended to provide
structure of the approach required from candidates, and cover the range and depth of knowledge relating to each task which might be demonstrated by the most well prepared and able candidates. It could be an exciting development for Dulce but is likely to require some investment in staff training and appropriate equipment. The candidate has
resented the answer in a reasonably clear format but has not investigated all of the risks adequately for the intended audience. The candidate has demonstrated good analysis skills. We have a strong and established relationship which we could build upon by selling this new luxury range. In addition, the loss of Dulce's 'brand' association with these
ew products is not acceptable and would not contribute to the achievement of our strategic aims.2 (a) (i) and (ii) Briefing tableRisk Risk assessment Proposed mitigating activities Competitive marketplaceFailure to anticipate/react to changes in consumer trends or a failure to invest in our business growth and development in relation to our
ompetitors is likely to reduce demand for our products, resulting in loss of competitive advantage, reduced market share and reduced sales. Results Considers a systems-focus which encompasses all results necessary to sustain organisation. You should use them with caution when preparing for exams. You can buy up to date question and solutions
rom our Approved Content Providers. Recommendation Despite lower contribution earned by the BB order, it is recommended that order with BB is prioritised. The ACCA Practice Platform contains a range of content that allows you to attempt questions to time and then mark and debrief your answers. Means of achieving product and market
evelopment. As each unit of B makes \$3 more contribution than C, prioritising this order will yield (1,000 x 6 - 1,000 x 9) or -\$3,000 contribution, compared with prioritising the Excelsior order. Training staff in customer engagement - developing/maintaining customer loyalty and retention and building relationships.
The CBE Practice Platform is a free on-demand resource where you can practice using the live exam format, layout and functionality. The platform contains ACCA specimen and past exam content and you have the ability to self-mark your answers within the platform using marking guides and sample answers. Passing the exam. Read the question with
all concentrate, focus. means carefully. Don't spend too much or more than the allocated time on the questions and Don't be Panic. If you are having problem with your best Choice. Answer the question and Move on! Over the past 14 years we've enrolled over
00,000 people on courses that have improved their education and their career prospects! Our advisers can answer any questions you may have, talk you through our finance options and get you enrolled over the telephone. Or they haven't practised their exam timing and run out of time to answer all the questions. At this level, the main reasons
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students fail is poor exam technique – basic errors." Read more: ACCA Tutor Interview: How to Pass Management Accounting. Lincoln Miles, ACCA AAA Tutor, on 'decoding' scenario questions. SBL BPP Study Text and Exam Kit: SBL mirrors the workplace and offers you real world challenges that allow you to demonstrate a combination of technical, realistic and professional competencies. Work through the Module of Ethics and Professional Skills before you begin, or alongside your studies. This gives you insight into the professional skills you can apply in your ... Essential ACCA SBL links. Introduction to Strategic Business Leader. SBL syllabus and study guide September 2020 to June 2021. ACCA SBL Paper specimen exams. SBL CBE question practice. ACCA SBL Past exam library. ACCA SBL Technical articles

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