

ITEMS PAST PAPERS
MANAGEMENT STUDIES

SIR ARTHUR LEWIS COMMUNITY COLLEGE
DIVISION OF TECHNICAL EDUCATION AND MANAGEMENT STUDIES

EXAMINATION SESSION : May 2001, Final Examination
TUTORS : Mr. M. Rene
PROGRAMME TITLE : Business Studies
PROGRAMME CODE : BUS 353
COURSE TITLE : Principles of Management
COURSE CODE : MAN 322
CLASS(ES) : Year 2
DATE : 18 May 2001
TIME : 9:00 a.m.
DURATION : 3 hours
ROOM : Conference Room
INVIGILATOR :

#M15



INSTRUCTIONS:

This paper consists, only of One Section with *seven (7) Questions*.

Students are required to answer any five (5) Questions.

ALL Questions carry equal marks.

(i) An organisation is sometimes seen as a mechanism for controlling those forces that undermine human collaboration. Why is it necessary for organisations to focus on deviant individual behaviour?

(5 Marks)

(ii) What are the main tenets of the Classical Theory of Management?

(5 marks)

(iii) Modern management experts seem out of favour with the rigid hierarchical structure of traditional business and tend to demonstrate open support for flatter organisations.

What do you understand by the term Organisation Structure? List some of the Shortcomings and Limitations of businesses organised along the rigidly hierarchical lines.

(10 Marks)

2.

Businesses that engage in manufacturing, as well as those in fast foods such as McDonald's and KFC are vivid examples of organisations managed along Taylorists principles of Scientific Management.

In the view of Frederick Taylor, What are the two main problems facing management and how does Scientific Management seek to solve those problems?

(20 Marks)

3.

The traditional approach to training has been one that focuses on individuals and the process is one of encouraging them to learn something said to be useful in bringing about changes in work performance.

(i) How appropriate is such a model of training in modern management?

(ii) What alternative approach or model of training would you recommend to enhance organisational effectiveness and performance?

(20 Marks)

4. Prior to the 1920s leadership concerned itself with Technical Rationality. That is, it sought detached analytical justification for all decisions. Between 1920 and 1940, certain traits developed as crucial for successful leadership.

(i) List and discuss five (5) of these traits and make mention of at least five (5) world leaders, who in your view reflected these traits.

(10 Marks)

(ii) It is generally agreed that management is different from leadership. What exactly is management? List and discuss four (4) functions of management.

(10 Marks)

5. Frederick Herzberg, in his two-factor theory of motivation and job satisfaction, believes that certain factors when present in the work place only serve to prevent workers from becoming dissatisfied. They do not result in satisfaction.

(i) List and discuss four (4) factors that only serve to prevent dissatisfaction.

(10 marks)

(ii) List and discuss four (4) factors that serve to provide satisfaction.

(10 marks)

6. In designing a business plan, it is essential that an internal audit of the company's resources be undertaken, as well as an assessment of the firm's organisational capability.

List at least five (5) of the resources to be examined and explain why this is necessary.

(10 marks)

Mckinsey's 7s Model is extremely useful as a tool for assessing organisational capability. List and briefly explain each of the 7s's

(10 marks)

7. Why is an environmental analysis necessary in preparing a business plan and what tool or technique is used in carrying out that analysis?

(20 marks)

Prior to the 1920s leadership centered on the individual leader. This is the concept of the autocratic leader. It is a concept that is still used today. It is a concept that is still used today. It is a concept that is still used today.

(1) List and discuss (a) (2) at least three and make mention of at least five (3) words leaders who in your view reflected these traits.

(10 marks)

(ii) It is generally agreed that management is different from leadership. What exactly is management? List and discuss four (4) functions of management.

(10 marks)

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