



ICM

DECEMBER 2016

MANAGEMENT THEORY & PRACTICE

Instructions to candidates:

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
- b) Answer any FIVE questions
- c) All questions carry equal marks. Marks for each question are shown in []
1. a) Define the term **management**. [4]
b) Briefly describe Taylor's theory of management. [6]
c) Discuss the significance of Taylor's theory to management today. [10]
2. 'Money is an important motivator to work.' Making due consideration of this statement, compare and contrast at least TWO theories on motivation. [20]
3. It is accepted that a leader's style may be influenced by a number of factors. Evaluate the likely impact of the following on the choice of style of leadership for a newly appointed regional sales manager in a company producing mobile phones:
a) The style of corporate management
b) The work itself
c) The individual subordinates of the leader
d) The group [5 each]
4. Analyse the effectiveness and benefits of time management for:
a) managers
b) the employees of an organisation [10 each]
5. The globalisation of markets, the recent worldwide recession and the UK's decision to leave the EU, has created new challenges for business worldwide.
a) Examine the main issues that the global market has created, as recognised by modern management theorists. [10]
b) Appraise the likely problems that the UK's exit from the EU will bring to multinational organisations. [10]
6. Evaluate the most suitable type of production that would be employed for producing the following:
a) Smartphones
b) Bespoke furniture
c) Glass
d) A range of women's fashion clothes [5 each]
7. a) Describe the main features of the following:
i Profit centre
ii Cost centre
iii Revenue centre [3 each]
b) Examine how the above assist managers with the financial management of a large car manufacturing company. [11]
8. With the aid of suitable examples and diagrams, evaluate the FOUR types of culture described by Charles Handy. [20]