



ICM

MARCH 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 []
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1.
 - a) Describe the main aspects of Mintzberg's theory of management. [8]
 - b) Evaluate the significance of Mintzberg's theory to today's style of management. [12]
 2. Making due reference to at least TWO relevant theories, evaluate the importance of the behaviour of groups at work. [20]
 3.
 - a) Compare and contrast open and closed systems. [8]
 - b) Using examples from an organisation of your own choice, analyse the distinguishing elements of ONE **open** and ONE **closed** sub-system in that organisation. [6 each]
 4. With the aid of suitable diagrams:
 - a) identify the main elements of a matrix type of organisation [10]
 - b) appraise the circumstances when this type of organisation structure is most appropriate [10]
 5.
 - a) Briefly define:
 - i production planning
 - ii production control [5 each]
 - b) With the aid of suitable examples, evaluate the differences between production planning and production control as production functions. [10]
 6. With the aid of suitable diagrams and examples, analyse the significance of the Product Life Cycle to a company producing:
 - a) 4G smartphones
 - b) laptop computers [10 each]
 7. For example organisations of your own choice, evaluate the FOUR types of culture in organisations as proposed by Charles Handy. [5 each]
 8.
 - a) Comment on the importance of the Five-Point Plan as a framework for the employee selection and interviewing process. [10]
 - b) For a job of your own choice and with the aid of your answer in part a), draft a suitable Person Specification. [10]