



ICM

MARCH 2017

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) Making reference to relevant theories, compare and contrast a classical approach to management with that of the contingency approach. [12]
 - b) Using suitable examples, comment on their significance to management today. [8]
 2. With the aid of examples and reference to at least ONE relevant theory, explain the importance of the behaviour of groups at work to the Human Relations School. [20]
 3. Evaluate the main style of leadership that you would adopt in the following circumstances:
 - a) A distribution warehouse employing 300 staff
 - b) A small precision engineering company
 - c) A doctor's practice
 - d) The economics department of a university [5 each]
 4.
 - a) Define the term **MBO** [5]
 - b) Appraise the effectiveness of MBO in assisting the management of an organisation to develop a policy of employee participation. [15]
 5.
 - a) Outline the main advantages of time management to an organisation. [8]
 - b) Evaluate the benefits of time management for managers of a large haulage company. [12]
 6. An electronics company wishes to carry out an advertising campaign to boost the sales of its range of 3G mobile phones.
 - a) Describe the significance of the product life cycle for this situation. [8]
 - b) Determine the stage of this product in the product life cycle and evaluate the action the company might take to boost sales. [12]
 7. Using example organisations of your choice, appraise the FOUR types of culture as described by Charles Handy. [20]
 8.
 - a) Describe the main features of a good budgetary control system. [8]
 - b) Analyse how good practice can be ensured in such a system. [12]