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**UNIVERSITY OF LONDON**

**279 0107 ZA  
996 D107 ZA**

**BSc degrees and Diplomas for Graduates in Economics, Management, Finance and the Social Sciences, the Diploma in Economics and Access Route for Students in the External Programme**

**Introduction to Business and Management**

Thursday, 25 May 2006 : 2.30pm to 5.30pm

Candidates should answer **FOUR** of the following **TEN** questions. All questions carry equal marks.

PLEASE TURN OVER



1. Strategic decision-making is central to the role of the senior manager. Discuss how their decision-making might be constrained or influenced by different factors. Reinforce your answer with reference to theory and practice.
2. 'Classical management never dies because it achieves results.' Discuss.
3. (a) Explain what is meant by the foreign market entry strategies of exporting, licensing and wholly owned subsidiaries, and discuss their relative merits and disadvantages. **(18 marks)**  
  
(b) A multinational company is considering a new venture in another country. Discuss why it is important for the management to assess the technological environment of that country before undertaking a long-term commitment. **(7 marks)**

Reinforce your answers with practical examples.

4. (a) Describe the main activities of management. **(10 marks)**  
  
(b) Discuss the attributes or qualities that are required of a manager to undertake each of these main activities. **(15 marks)**

Use examples to support your answer in both parts.

5. (a) Discuss the problems/reasons of resistance to change in respect to:  

i. individuals  
**and**

ii. the organisation.

**(15 marks)**  
  
(b) Describe and evaluate the different approaches senior management might use to overcome these various sources of resistance. **(10 marks)**

Illustrate your answer with practical examples.

6. (a) Explain what you understand by the concept of a learning organisation. **(5 marks)**  
  
(b) Discuss and evaluate what steps an organisation needs to take in order to become a learning organisation. **(20 marks)**

Reinforce your answer with reference to theory and practice.

PLEASE TURN OVER

7. (a) Discuss why increasing social and legal pressures has caused business organisations to reassess their ethical and legal responsibilities. **(13 marks)**
- (b) Discuss what practical steps might be taken to ensure that a business organisation has a high integrity culture. **(12 marks)**
8. The national cultures of two countries are classified as follows:
- Culture A: low power distance, high uncertainty avoidance, medium individualism, high masculinity.
- Culture B: high power distance, low uncertainty avoidance, low individualism, medium masculinity.
- (a) Explain the dimensions used in the classification above. **(8 marks)**
- (b) Using this classification, discuss what issues might arise when the cultures A and B work together. **(12 marks)**
- (c) Discuss how you would describe your own culture, using the dimensions already mentioned. **(5 marks)**
- Reinforce your answer with practical examples.
9. (a) Explain what is meant by organisation structure. **(4marks)**
- (b) Identify and describe a traditional structure and a more contemporary structure, giving a practical example of each type. **(9 marks)**
- (c) Discuss what the consequences of an inappropriate structure would be for a business organisation. **(12 marks)**
10. (a) Briefly discuss the essential differences between management and leadership. **(10 marks)**
- (b) Describe the main sources of power and leadership influence, illustrating each case with a practical example. **(10 marks)**
- (c) Discuss which power bases are more likely to be associated with leadership in a situation of radical organisational change. Illustrate your answer with examples. **(5 marks)**

END OF PAPER