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UNIVERSITY OF LONDON

279 0107 ZB

996 D107 ZB

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. Discuss the usefulness of decision theory and decision-making models to the manager in making effective decisions.
Reinforce your answer with reference to theory and practice.
2. Discuss what criteria you would apply when assessing the effectiveness of a manager. Give reasons for your choice.
Reinforce your answer with reference to theory and practice.
3. Discuss the extent to which the government of a country can influence the activities and performance of a firm.
Reinforce your answer with practical examples, preferably from your own country.
4. 'An understanding of the development of management thinking helps in understanding principles underlying the process of management.' Discuss.
Reinforce your answer with reference to theory and practice.
5.
 - (a) Explain what you understand by the concept of knowledge management. **(8 marks)**
 - (b) Discuss how knowledge management might be useful in gaining competitive advantage for a business organisation. **(6 marks)**
 - (c) Discuss how a business might attempt to manage organisational knowledge.
Illustrate your answer with practical examples. **(11 marks)**
6. Outline, and discuss the differing arguments, concerning the view that profit maximisation is a sufficient criterion for effective management of a business organisation.
7.
 - (a) One theoretical model of a flexible firm is made up of a core and a periphery. Describe and explain this model. **(8 marks)**
 - (b) Explain the different kinds of flexibility that a model like this is designed to achieve. **(8 marks)**
 - (c) Discuss what problems might be encountered in a structure of this kind.
Illustrate your answer with practical examples. **(9 marks)**

PLEASE TURN OVER

8. In the context of the workplace, discuss the view that effective managers should value the differences in their subordinates and be sensitive to their contrasting needs.

Explain fully any theory referred to, and support your answer with practical examples.

9. (a) The differences in leadership style can be analysed within a continuum that places autocratic management at one extreme and democratic management at the other. Using this continuum, identify **four** different decision making situations involving the manager and subordinates, and illustrate with a practical example in each case. **(16 marks)**
- (b) In the context of your own country, discuss, explaining your reasons, which of these four leadership styles is currently most common and how this style might change in the next ten years or so. **(9 marks)**
10. Discuss those issues of national culture that a developed western company would be advised to consider when assessing a proposal to establish a joint venture in a developing country.

Reinforce your answer with reference to appropriate theory and practical examples.

END OF PAPER