

Dec 07
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THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT
ADVANCED DIPLOMA IN ADMINISTRATIVE MANAGEMENT

ADMINISTRATIVE SYSTEMS IN THE ORGANISATION

6TH December 2007: Time 09.30 – 12.30

Time Allowed: 3 hours to answer FOUR questions.

**This paper is divided into four sections. ONE QUESTION MUST BE
ATTEMPTED FROM EACH SECTION.**

**Allocation of marks as
shown on the paper.**

SECTION A: - PROBLEM SOLVING AND ANALYSIS

1. Examine the blocks to creativity identified by Hicks (2004) and provide guidance to help decision makers overcome these blocks.
(100 marks)
2. Examine the Rational / Normative decision making model with particular regard to the assumptions made about the conditions required for the model to be appropriate.
(100 marks)

SECTION B: - DESIGNING EFFECTIVE SYSTEMS

3. Provide a detailed examination of the current practices within organisations that are aimed at ensuring that quality of output is maintained.
(100 marks)
4. 'ISO9000 certification is a poor indicator of Total Quality.' - Discuss
(100 marks)

SECTION C: – PERFORMANCE IMPROVEMENT AND MONITORING

5. Examine the contributions of The EFQM Business Excellence Model and the Balanced Scorecard to the development of world class organisations.
(100 marks)
6. Assess the merits of Value Chain Analysis techniques and processes, using workplace examples to support your answer.
(100 marks)

SECTION D: – SYSTEMS APPROACHES AND MODELS

7. Analyse the benefits and disadvantages of applying Operational Research modelling techniques within large organisations.
(100 marks)
8. Demonstrate the principles of feedback control within a business based example.
(100 marks)

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT
ADVANCED DIPLOMA IN ADMINISTRATIVE MANAGEMENT

STRATEGIC ISSUES IN ADMINISTRATION

3rd Dec 2007: Time 09.30 – 12.30

Time Allowed: 3 hours to answer FOUR questions.

This paper is divided into four sections. ONE QUESTION MUST BE ATTEMPTED FROM EACH SECTION.

Allocation of marks as shown on the paper.

SECTION A: THE ORGANISATIONAL ENVIRONMENT

1. Discuss the importance for an Administrative Manager of an understanding of models of organisational culture.
(100 marks)
2. Examine the reasons for the recent growth of decentralisation and empowerment in organisations.
(100 marks)

SECTION B: INTRODUCTION TO STRATEGIC THINKING

3. Evaluate the benefits and risks that could arise from global operations.
(100 marks)
4. Evaluate the importance of Porter's Generic Strategy Matrix to an Administrative Manager.
(100 marks)

SECTION C: THE CUSTOMER-FOCUSED ORGANISATION

5. Examine the stages in the development of new products, and discuss how their development might be supported in the organisation.
(100 marks)
6. 'In the past two decades, market researchers have found the 4P's traditionally associated with the marketing mix are too restrictive'. Critically evaluate this statement.
(100 marks)

SECTION D: MANAGING CHANGE AND CULTURE

7. Examine the main causes of organisational change, and the difficulties facing Administrative Managers in managing it.
(100 marks)
8. Discuss the contribution of 'change agents' in bringing about organisational change.
(100 marks)

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT
ADVANCED DIPLOMA IN ADMINISTRATIVE MANAGEMENT
ADMINISTRATIVE MANAGEMENT OF RESOURCES

4th Dec 2007: Time 09.30 – 12.30

Time Allowed: 3 hours to answer FOUR questions. This paper is divided into four sections. ONE question must be attempted from each section.

Allocation of marks as shown on the paper.

Graph paper is included in the centre of the exam script.

SECTION A: MANAGING PROJECTS

1. (a) Describe the use of dummies in drawing network diagrams.

(20 marks)

- (b) Draw a network to represent the following project details

Activity	Preceding Activity	Duration (weeks)
A	-	2
B	A	4
C	-	3
D	B,C	6
E	C	5
F	D,E	4
G	F	7

(50 marks)

- (c) Determine and comment on the critical path.

(30 marks)

2. 'To be successful, an event manager must have a clear understanding of mission and objectives of the event, and must decide the strategies needed to achieve these objectives.'

Evaluate this statement.

(100 marks)

SECTION B: MANAGING FINANCIAL RESOURCES

3. Assess the contribution of financial information to managerial decision-making. (100 marks)
4. For the DEC Co calculate and comment on:
- (i) Return on Capital Employed (R.O.C.E.) (20 marks)
 - (ii) Net Profit Margin (20 marks)
 - (iii) Acid Test (20 marks)
 - (iv) Stock Turnover (20 marks)
 - (v) Debtor Collection Period (20 marks)

DEC Co Profit and Loss account for year ended 31 March

	£	£	
Sales	11,098		
Less Cost of Sales	8,539		
Gross Profit		2,559	
Less Expenses		<u>1,067</u>	
Profit before tax			1,492
Taxation		<u>532</u>	
Profit after tax		960	
Less Dividend		<u>65</u>	
Retained Profit		895	

DEC Balance Sheet at 31 March

	£	£	£
<i>Fixed assets</i>			
Land and buildings	4,316		
Plant and machinery	2,000		
Vehicles	1,500		
Fixtures and fittings	<u>500</u>		8,316
<i>Current assets</i>			
Stock	1,257		
Debtors	876		
Short term deposits	21		
Cash	<u>62</u>	2,216	
<i>Current liabilities</i>		<u>2,509</u>	
<i>Net current assets</i>			<u>(293)</u>
<i>Net assets</i>			<u>8,023</u>
<i>Financed by:</i>			
<i>Shareholders Funds</i>			
Issued shares	5,776		
Earned surplus	<u>2,247</u>		<u>8,023</u>

SECTION C MANAGING EXPENDITURE

5. (a) 'Calculating the breakeven point is of limited value because of the assumptions involved and the limitations imposed by the approach.'
Discuss
(40 marks)
- (b) Scott Ltd makes a single product which has a variable production cost of £8 per unit and a variable sales cost of £2 per unit. The sales price is £18 per unit and fixed costs are £40,000. The current volume of output and sales is 6,000 units
- (i) Calculate the breakeven point in units and in £ sales
(20 marks)
- (ii) Calculate the margin of safety
(20 marks)
- (iii) With the purchase of new machinery it is expected that the variable cost of production will fall to £6 per unit. Determine the number of units that must be produced and sold to achieve the same profit as is currently earned.
(20 marks)
6. (a) The demand for a product is 40,000 units per annum. If it costs £20 to place an order and the cost to hold a unit for a year is 40p, calculate the E.O.Q.
(30 marks)
- (b) 'The Just-in-Time (JIT) system challenges EOQ assumptions'.
Evaluate this statement.
(70 marks)

SECTION D: MANAGING FACILITIES

7. 'Facilities Management is about demonstrating a quantifiable return on the investment required.' Discuss
(100 marks)
8. Assess the contribution of a Computer Aided Facilities Management (CAFM) package in assisting the facilities manager in managing the assets of an organisation.
(100 marks)

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT
ADVANCED DIPLOMA IN ADMINISTRATIVE MANAGEMENT
HUMAN RESOURCE MANAGEMENT AND PRACTICE

5th December 2007: Time 09.30 – 12.30

Time Allowed: 3 hours to answer FOUR questions. This paper is divided into four sections. Graph paper is included in the centre of the exam script.

Allocation of marks as shown on the paper.

ONE QUESTION MUST BE ATTEMPTED FROM EACH SECTION.

SECTION A: HRM IN CONTEXT AND PRACTICE

1. Compare and contrast the 'soft' and 'hard forms of HRM, using organisational examples to support your answer.
(100 marks)
2. Evaluate the place of 'recruitment and selection' in developing an effective employment relationship.
(100 marks)

SECTION B: LEADING AND MOTIVATING TEAMS

3. Discuss the role of 'transformational leaders', using workplace examples to support your answer.
(100 marks)
4. Assess the role of the Administrative Manager in reducing conflict within groups.
(100 marks)

SECTION C: LEARNING AND DEVELOPMENT

5. Discuss the role of Administrative Managers in contributing to organisational performance, 'through promoting lifelong learning'.
(100 marks)
6. Consider whether organisations are able to 'learn', in order to develop a culture that is able to deal with innovation, change and renewal.
(100 marks)

SECTION D: PERFORMANCE AND REWARD

7. Evaluate the role of personal development plans (PDPs) within appraisal schemes.
(100 marks)
8. Discuss the issues to be considered when designing policies and systems that reflect the increasing diversity of today's workforce.
(100 marks)

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CASE STUDY 2

7th December 2007, Time: 09.30 – 12.30

Scenario

Time Allowed: 3 hours

Answer all FOUR QUESTIONS.

Graph paper is included in the centre of the examination script.

**Allocation of marks as
shown on the paper.**

ROADSCAPE PARCELS

Roadscape is a medium sized parcel carrier employing 4000 full-time staff, excluding owner drivers. The company operates a combined fleet of some 2000 vehicles through a network of national and regional sorting centres and agents, delivering small to medium sized packages for national and international customers. With a customer base of over 3000 accounts, a market share of 9% and an annual turnover of £195 million, the company delivers a parcel volume of over 28 million a year, whilst averaging 260,000 items a month from its sorting centres within the network.

It is from a national sorting centre that Jason Grove manages the service operations office, concerned with the receipt and dispatch of packages. With five despatch administrators reporting directly to him, this involves working with the company's data transfer system to log bookings, despatch and track items, provide information to customers through online systems, and handle customer enquiries through the office staff. Roadscape's aim is to be the 'carrier of choice' for customers in the markets it serves, and to provide a high scoring service in areas of operational performance.

It was against this background that Jason met with his staff for their monthly team meeting. Jason opened the meeting by turning to the first point on his agenda, which related to the quality of service delivery for the previous quarter. "Ever since this centre opened three years ago, the company has been stressing the importance of continually improving the quality of service to our customers. Other centres have received the same message. However, with competition intensifying in the delivery industry, and our business objective of increasing market share by 1% within the next three years, Roadscape wants to go further along the path to total quality. Here we use these team meetings to discuss issues of quality that affect this centre so that I can do something about it in this office. It seems this may not be enough, and doesn't really get to the heart of what 'real' total quality is all about. Head Office are looking for suggestions from all sorting centres; we are particularly important given the national status of our office, as to what additional impetus is required if total quality is to apply throughout the company".

At this, Jun Hu, one of Jason's despatch administrators commented, "It's really all about the level we are at and where we want to get to". Anne Poole who worked with Jun, added, "We're all concerned to give good service to our customers, though sometimes when we are talking to other offices in the company, they don't seem to take it quite so seriously as we do. Even so, we continue to get complaints over items disappearing from our tracking systems or arriving late, or not at all, and these complaints have been showing an increase recently".

Laleh Agha who had recently completed a management certificate at her local college responded, "I covered total quality as part of my course, and could give you some ideas about what to put in your paper to Head Office".

Jason turned to the next agenda item and without replying to Laleh continued, "Head Office have asked all the centres to comment on how key performance indicators (KPIs) can assist the company to help it improve its effectiveness, image, reputation, service, satisfaction, price, reliability and delivery: all these are used to assess our performance. Are they all still relevant,

and how should the company attempt to express what it stands for and demonstrate this to its customers? Baakir, you turn in the performance statistics from this office each quarter. Are they still useful and what are they really telling us about the performance of this centre? The other centres will be asking the same questions of themselves".

Baakir Oshodi thought this was a first in going beyond just asking him for the monthly returns, and waited for Jason to continue. "Roadscape really need to consider not only financial but non-financial measures as well, in order to assess their performance. Baakir, could you also look into techniques for balancing performance across different areas?" Baakir replied, "I'll get on to it, but you don't usually ask us to do your work"

Laleh added, "That's why I want to contribute something Jason. You generally want to do things yourself, and don't give us a chance to contribute and make the most of what we know. Have you thought through the consequences of continuing to manage in this way?"

Jason didn't respond, but instead turned to the next item on the agenda which was the 'Wind of Change' initiative that was about to be launched throughout the company. Focussing on attitudes, values and working practices, the programme was intended to address areas of service activity that could improve the growth of Roadscape through total quality management, and the opportunity to take advantage of ethical practice and responsibility in an era of climate concern and environmental impact of road transport.

'Wind of change' would involve the use of outside change agents to bring in improvements and take responsibility for making things happen. Although Head Office were unsure at the present time how this would affect the sorting centres, they were aware that not all staff would enthusiastically endorse it, given the effects it could have on their employment security and working practices within a 'world class organisation'.

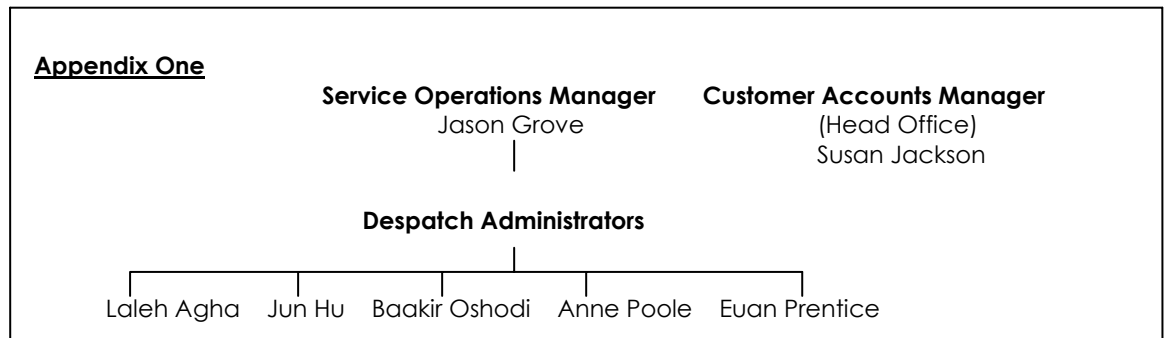
Finally, after reviewing 'Wind of Change' and not getting a response from those present at the team meeting, Jason raised the question of a facilities audit that was scheduled to take place at all the sorting centres. Roadscape's senior management were acutely aware of the strategic significance of facilities management and its impact on the competitiveness of the company. With increasing energy costs and pressure on space in the sorting centres as demand for their services grew, the efficient and effective management of property and energy required an inbuilt flexibility in how the company managed all aspects of its property operations.

Jason began to outline the impact of the audit that Tony Green, Roadscape's Property Manager at Head Office, would be carrying out, as well as the types of questions that could be asked and information required. "It will not only cover existing assets in buildings and facilities, but also look to the future as to how the sorting centres in the first instance, can cope with future demands and still remain economic.

We have to meet the needs of a diverse range of customers from these premises, using the facilities available to us. Susan Jackson our Customer Accounts Manager for this office is aware of this in managing Roadscape's relations with its customers from Head Office. However, I don't always feel she pays enough attention as to the similarities and differences among our customers; what they are looking for from the company, and ways to keep them in touch with them and the services we can offer. After all, we want them to keep returning. That doesn't always happen and we've been losing more accounts than we should of late, quite apart from irate customers on the phone to Head Office or ourselves, complaining about late deliveries, a lack of price competitiveness and being sometimes unhelpful in the way we deal with queries".

Jason was about to continue when Euan Prentice, the Duty Despatch Administrator, put his head around the door and called to Jason " there's another customer on the phone wanting to speak to you personally. They're not happy. Their parcels must have been mislaid since they've disappeared in the tracking system. This is one of the customers requiring a special service for their periodic despatch of high value goods, which we now appear to have lost. Can you handle this?"

Jason quickly called the meeting to a close in order to deal with the customer. Clearly there were a number of issues impacting on the team and the service they were able to deliver, not the least being a 'real' understanding of the relationship they had with their customers.



NOTES

In dealing with this case you are requested to:-

- (a) Make clear any assumptions you feel necessary
- (b) Make clear any local circumstances if appropriate to your case

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT
ADVANCED DIPLOMA IN ADMINISTRATIVE MANAGEMENT

CASE STUDY 2

7th December 2007, Time: 09.30 – 12.30

QUESTIONS

Time Allowed: 3 hours

**Allocation of marks as
shown on the paper.**

Answer all FOUR QUESTIONS.

Graph paper is included in the centre of the examination script.

1. Analyse the impact of total quality management on Roadscape's operations, using a strategic thinking approach.
(100 marks)
2. Write a report for Jason Grove that evaluates ways in which key performance indicators (KPIs) used by Roadscape can help to improve the company's performance.
(100 marks)
3. Explain how the results of Tony Green's facilities audit could make a strategic contribution to the operational efficiency of sorting centres.
(100 marks)
4. Advise Susan Jackson on how a systematic approach to customer relationship management (CRM), could help promote customer loyalty and repeat business.
(100 marks)