

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT
ADVANCED DIPLOMA IN ADMINISTRATIVE MANAGEMENT

ADMINISTRATIVE SYSTEMS IN THE ORGANISATION

2nd June 2008: 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. Analyse the application of hard system methodologies to an organisation of your choice.
(100 marks)
2. Examine the underlying factors that will determine the use of hard or soft systems approaches to analysis of systems, providing examples to illustrate these factors.
(100marks)

SECTION B: DESIGNING EFFECTIVE SYSTEMS

3. Examine the issues that should be addressed by management when introducing a quality culture to organisations.
(100 marks)
4. Evaluate the relationship between ISO 9000 certification development of Total Quality Management within an organisation.
(100 marks)

SECTION C: PERFORMANCE IMPROVEMENT AND MONITORING

5. i) Assess the contribution of the Key Performance Indicator (KPI) concept to business improvement.
(50 marks)
ii) Analyse the issues that may be encountered when developing KPIs.
(50 marks)
6. Analyse the role and contribution of a corporate Financial Information System within a multi-national corporation.
(100 marks)

SECTION D: SYSTEMS APPROACHES AND MODELS

7. Demonstrate the range of influences from the environment that may act upon a commercial organisation. Include in your assessment the actions that organisations may take to limit negative effects and amplify positive factors.
(100 marks)
8. Analyse the application of systems modelling to commercial organisations.
(100 marks)

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT
ADVANCED DIPLOMA IN ADMINISTRATIVE MANAGEMENT

STRATEGIC ISSUES IN ADMINISTRATION

3rd June 2008: 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. Evaluate the impact of the main external influences on organisation's operations and processes
(100 marks)
2. Critically analyse the Milton Friedman's argument that: 'it is the business of business to make profits.'
(100 marks)

SECTION B: INTRODUCTION TO STRATEGIC THINKING

3. 'The effective administrative manager thinks and acts strategically'.
Discuss this statement, using relevant examples to support your answer.
(100 marks)
4. Examine the contribution of value chain analysis in enabling an organisation to gain competitive advantage.
(100 marks)

SECTION C: THE CUSTOMER-FOCUSSED ORGANISATION

5. Compare and contrast the marketing function in a market led firm with that function in a production-led firm.
(100 marks)
6. Evaluate the sources consulted in an organisation's marketing information system.
(100 marks)

SECTION D: MANAGING CHANGE AND CULTURE

7. Evaluate the extent to which a learning organisation can support organisational change.
(100 marks)
8. (a) Explain the main causes of resistance to change?
(50 marks)

(b) Discuss how can an administrative manager help to overcome this resistance?
(50 marks)

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT

ADVANCED DIPLOMA IN ADMINISTRATIVE MANAGEMENT

ADMINISTRATIVE MANAGEMENT OF RESOURCES

4th June 08: 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) Briefly discuss the benefits of critical path analysis in managing projects.

(20 marks)

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

Activity	Preceding Activity	Duration (weeks)
A	-	5
B	-	4
C	B	3
D	C	2
E	A,B	1
F	A,B	4
G	C,E	6
H	F	5
I	G	4
J	I,H,D	2

(50 marks)

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

(30 marks)

2. Examine the implementation of a risk management policy at strategic, tactical and operational levels.

(100 marks)

SECTION B: MANAGING FINANCIAL RESOURCES

3. (a) Prepare a cash flow statement for a company from the following information, for the six months from July to 31 December.

- Opening cash balance at 1 July; £3,000
- Sales at £25 per unit

April	May	June	July	Aug	Sept	Oct	Nov	Dec
100	100	100	100	150	150	150	150	150

- Payment for goods is received two months after they have been sold
- £12 per unit direct labour payable in the same month as production
- Raw materials cost £10 per unit, 75% paid for one months after the goods are used in production the remainder paid for two month after the goods are used in production
- Production in units:

April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan
100	100	100	120	160	160	150	160	150	120

- Other variable expenses are £6 per unit; two-thirds of this cost is paid for in the same month as production and one-third in the month following production
- Fixed expenses of £480 per month, paid one month in arrears
- Capital expenditure on new machinery bought in July for £2,000

(70 marks)

- (b) Advise the company on appropriate responses as a result of the cash flow forecast.

(30 marks)

4. JPD Ltd has to make a decision about whether to purchase Machine A or Machine B. Machine A costs £80,000 and Machine B £75,000. Machine A is expected to last four years and will have a residual value of £6,000. Machine B is expected to last five years. The cash flows from each machine are as follows:

	Machine A £	Machine B £
Year 1	30,000	28,000
Year 2	30,000	25,000
Year 3	15,000	15,000
Year 4	6,000	10,000
Year 5	-	5,000

- (a) Calculate the payback period of each machine
- (b) Calculate the Internal rate of Return (IRR) for each machine
- (c) Advise the company on which machine to purchase.

(20 marks)

(60 marks)

(20 marks)

DISCOUNT FACTORS

Number of Years	4%	6%	8%	10%	12%
1	0.962	0.943	0.926	0.909	0.893
2	0.925	0.890	0.857	0.826	0.797
3	0.889	0.840	0.794	0.751	0.712
4	0.855	0.792	0.735	0.683	0.636
5	0.822	0.747	0.681	0.621	0.567

SECTION C: MANAGING EXPENDITURE

5 (a) Discuss the reasons why standard costing is an effective control tool for Administrative Managers. (40 marks)

(b) The costs associated with providing a one-week 40 hour induction programme are as follows:

Standard Costs

Salary of new employee	£7.20 per hour
Salary of trainer	£8.65 per hour
Overhead costs per week	£1,000

Actual costs

42 Hours training for 20 delegates @ £7 per hour	£5,880
42 Hours training by 2 trainers @ £8.75 per hour	£735
Overheads	£1,200

Calculate and comment on relevant variances.

(60 marks)

6. 'Just in Time (JIT) involves a commitment to quality at each stage in the production process'. Discuss

(100 marks)

SECTION D: MANAGING FACILITIES

7. Examine the role of Facilities Managers in responding to the regulations driven by environmental issues.

(100 marks)

8. 'In the future, organisations that treat Facilities Management as a 'commodity overhead' will be at a significant strategic disadvantage'.

Discuss the implications of this statement for organisations.

(100 marks)

AMOR
June 08

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT

ADVANCED DIPLOMA IN ADMINISTRATIVE MANAGEMENT

ADMINISTRATIVE MANAGEMENT OF RESOURCES

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Discuss the implications of this statement for organisations.

(100 marks)

AMOR
June 08

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT

ADVANCED DIPLOMA IN ADMINISTRATIVE MANAGEMENT

HUMAN RESOURCE MANAGEMENT & PRACTICE

5th June 2008, 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: HRM IN CONTEXT & PRACTICE

1. HRM is concerned with a number of key organisational activities. Identify these activities and evaluate how you, as HR Manager, could ensure that they are effectively carried out. (100 marks)
2. 'The network organisation is the structure of the future'. Discuss. (100 marks)

SECTION B: LEADING & MOTIVATING TEAMS & INDIVIDUALS

3. As the HR Manager for ABC Ltd, write a briefing paper to the Managing Director which critically analyses the trait theory of leadership. (100 marks)
4. Identify and evaluate the key characteristics of Theory Z. (100 marks)

SECTION C: LEARNING & DEVELOPMENT

5. Evaluate how the concept of learning styles can contribute to the development of individual performance. (100 marks)
6. Theorists, such as Walton (1999), espouse that knowledge management has developed as a key concept in the 21st century knowledge economy. Critically evaluate why this is the case. (100 marks)

SECTION D: PERFORMANCE & REWARD

7. Performance appraisal is a major activity in performance management systems. To what extent do you agree with this statement? (100 marks)
8. Write a MEMO to the Managing Director which justifies the use of reward to motivate employees. (100 marks)

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT

ADVANCED DIPLOMA IN ADMINISTRATIVE MANAGEMENT

CASE STUDY 2

6th June 2008, 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'.

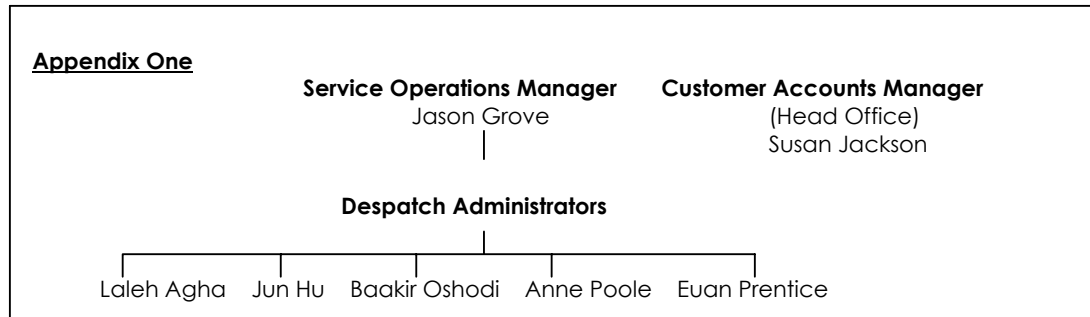
Finally, after reviewing 'Wind of Change' and not getting a response from those present at the team meeting, Jason raised the question of a facilities audit that was scheduled to take place at all the sorting centres. Roadscape's senior management were acutely aware of the strategic significance of facilities 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

6th June 2008, Time: 09.30 – 12.30

QUESTIONS

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.**

1. Explain how delegation could enable Jason Grove to manage the sorting centre more effectively.
(100 marks)
2. Explain to Jason Grove the reasons why the company needs to develop a set of key performance indicators, if it is to continually improve and innovate its service.
(100 marks)
3. Prepare, in the form of a report to head office, a business case for Roadscape adopting a policy of social and ethical responsibility.
(100 marks)
4. Identify and analyse challenges facing change agents in implementing the 'Wind of Change' initiative.
(100 marks)