

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT
INTERNATIONAL DIPLOMA IN ADMINISTRATIVE MANAGEMENT
PROFESSIONAL ADMINISTRATION

5th December 2005. Time: 09.30 – 12.30

Time Allowed: 3 hours Section A, COMPULSORY and ALL 8 QUESTIONS MUST BE ATTEMPTED (40% of total marks) Section B, TWO QUESTIONS MUST BE ATTEMPTED (60% of total marks)	Allocation of marks as shown on the paper.
---	---

SECTION A: (COMPULSORY)

1. Briefly outline what you understand by Administration
2. Briefly discuss two examples of types of legislation that impact on an organisation with which you are familiar.
3. What are barriers to change in organisations?
4. Briefly describe SWOT Analysis
5. What is a Supply Chain?
6. Explain the concept of Total Quality Management (TQM)
7. Identify three skills required for effective communication
8. Explain the Secretary's role before a meeting

(100 marks)

SECTION B: (TWO QUESTIONS MUST BE ATTEMPTED)

1. External and internal forces are changing the way we work.
 - a. What are these external and internal forces?
(30 marks)
 - b. Describe two of the flexible working patterns that are being introduced into organisations to meet these changes.
(70 marks)
2. 'Professional Administrative Managers like all other manager have to achieve set goals'. Describe two methods an Administrative Manager can use to improve productivity, efficiency and effectiveness.
(100 marks)
3. a. What is a Service Level Agreement (SLA)?
(30 marks)
b. Using an organisation known to you describe how one such agreement works
(70 marks)
4. What are the Opportunities and Threats to organisations arising from the growing emergence of E-commerce?
(100 marks)

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT
INTERNATIONAL DIPLOMA IN ADMINISTRATIVE MANAGEMENT
ADMINISTRATIVE SYSTEMS & PROCESSES
6th DECEMBER 2005, Time: 14.00 – 17.00

Time Allowed: 3 Hours Section A, COMPULSORY and ALL 8 QUESTIONS MUST BE ATTEMPTED (40% of total marks) Section B, TWO QUESTIONS MUST BE ATTEMPTED (60% of total marks)	Allocation of marks as shown on the paper.
---	---

SECTION A: (COMPULSORY)

1. Provide a brief explanation of a system boundary
2. Outline the difference between an 'open loop' control system and a 'closed loop' control system
3. Explain the purpose of a procedures manual
4. Name and outline three different elements of an organisation's external environment
5. What are the basic principles which underpin the matrix structure?
6. Outline the main differences between tactical and strategic planning
7. Briefly describe 3 different functions within a typical organisation
8. What would be the initial steps you would take to design a system?

(100 marks)

SECTION B: (TWO QUESTIONS MUST BE ATTEMPTED)

1. a. Provide an explanation of the following two types of organisational structure:
- I. Bureaucratic
 - II. Matrix

(40 marks)

- b. Describe the structure of an organisation with which you are familiar.

(60 marks)

2. Choosing one of the systems listed below, describe the stages which would be involved in developing that system

- a Customer Complaints Handling System
- b Accounts / budget and payroll system
- c Procurement and Inventory Control System
- d Sales and Order Processing System
- e Internal Communication System

(100 marks)

3. "Almost all quality improvement comes via simplification of design, manufacturing, layout, processes and procedures" Tom Peters

Describe the role and function of procedures in a particular area of an organisation of your choice, including in your answer a description of any procedures manual which exists.

(100 marks)

4. Explore the concept of Business Process Re-engineering, explain the principles behind the process and the practical impact on an organisation.

(100 marks)

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT
INTERNATIONAL DIPLOMA IN ADMINISTRATIVE MANAGEMENT
PEOPLE IN ORGANISATION

7th December 2005: TIME 14.00 – 17.00

Time Allowed: 3 hours Section A, COMPULSORY and ALL 8 QUESTIONS MUST BE ATTEMPTED (40% of total marks) Section B, TWO QUESTIONS MUST BE ATTEMPTED (60% of total marks)	Allocation of marks as shown on the paper.
---	---

SECTION A: (COMPULSORY)

1. Outline **THREE** component parts of an organisation
2. What functions are served by organisational goals?
3. List **FIVE** activities or occurrences that can lead to poor use of time
4. Outline the headings under which a personal development plan could be set out.
5. Define Human Resource planning and list the main issues HR Planning addresses
6. Explain the difference between Equal Opportunities and managing diversity
7. Identify **FOUR** features of a virtual organisation
8. Explain the difference between a trait and a skill in the context of leadership

(100 marks)

SECTION B: (TWO QUESTIONS MUST BE ATTEMPTED)

1. How can an understanding of the process of social perception be of value to the Administrative Manager?
(100 marks)
2. You have just been appointed to lead and manage a team of professional administrators. Discuss the managerial competencies and skills you will need in this new role
(100 marks)
3. Prepare a short presentation to senior management entitled 'Change; how to maximise the benefits and minimise the pain'
(100 marks)
4. 'People only come to work for money!' Discuss
(100 marks)

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT
INTERNATIONAL DIPLOMA IN ADMINISTRATIVE MANAGEMENT
INFORMATION FOR DECISION-MAKING
8th December 2005: TIME 09.30 – 12.30

Time Allowed: 3 hours Section A, COMPULSORY and ALL 8 QUESTIONS MUST BE ATTEMPTED (40% of total marks) Section B, TWO QUESTIONS MUST BE ATTEMPTED (60% of total marks)	Allocation of marks as shown on the paper. Graph paper available in the centre of the examination booklet
---	--

SECTION A: (COMPULSORY)

1. Explain the difference in the information required at each of the three levels of an organisation.
2. Using examples from an organisation with which you are familiar, briefly explain the difference between programmed and non-programmed decision-making.
3. Using suitable diagrams to support your answer, outline the advantages and disadvantages of bar charts in the presentation of business information.
4. Describe one measure of dispersion.
5. Explain the difference between working capital and capital employed.
6. 'Profit is not cash'. Explain what this statement means.
7. Briefly describe how cost centres can assist in relating costs to individual responsibility.
8. What are the advantages of budgeting?

(100 marks)

SECTION B: (TWO QUESTIONS MUST BE ATTEMPTED)

1. 'Information is an essential business commodity and can be obtained from many sources'

Explain what this statement means.

(100 marks)

2. Assess the contribution of effective decision making in achieving organisational goals.

(100 marks)

3. (a) Explain each of the following terms

(i) cost of sales

(20 marks)

(ii) retained profit

(20 marks)

- (b) Prepare a Profit and Loss Account from the following information:-

Sales Turnover	£66,000
Opening stock	£6,000
Closing stock	£10,000
Purchases	£46,000
Expenses	£10,500
Depreciation	£5,000
Interest	£2,500
Tax	£2,400
Dividends	£1,200

(60 marks)

4. (a) Explain how the following graph types can be used for business analysis

(i) Histogram

(10 marks)

(ii) Line graphs

(10 marks)

(iii) Pie charts

(10 marks)

- (b) The earnings of employees of ACS Ltd are listed as:-

£500, £450, £290, £760, £375, £460, £410

(i) Define and calculate the arithmetic mean

(10 marks)

(ii) Define and calculate the median

(10 marks)

- (c) Describe the advantages and disadvantages of the three measures of central tendency.

(50 marks)

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT
INTERNATIONAL DIPLOMA IN ADMINISTRATIVE MANAGEMENT

CASE STUDY

9th December 2005: Time: 09.30 – 12.30

Time Allowed: 3 hours Answers all FOUR QUESTIONS. Graph paper is included in the centre of the examination script.	Allocation of marks as shown on the paper. Candidates MUST answer all FOUR questions.
---	--

Trellite Designs Ltd

The Trellite Company has been established for over forty years and has grown from a very small organisation, to become a multi million pound business.

The company is engaged in the design and manufacture of decorative staircase furniture and gates. These are produced to customer order in batches of selected designs, for mail order companies and large scale production of fittings for builders. They also make fire escape staircases and ladders, to architect's requirements.

The manufacturing workforce currently numbers 350 personnel. This figure fluctuates due to a high level of staff turnover, which is worrying senior management. A further 110 staff are employed in finance, HR, administration, design and sales.

There has been a recent growth in orders which has severely stretched the manufacturing capacity. The production resources are already working to capacity and this sudden growth has added to the pressure on the staff. This has resulted in an increase in defective work with even more lost time on remedial work.

The design staff produce an impressive catalogue of designs which incorporates a wide range of standard parts which can be produced in large quantities. This gives economies of scale, but there is a tendency to over produce resulting in an unacceptable level of capital tied up in stock.

A major cause of this situation stems from the delays in stock control and purchasing. The stock control system is poorly organised and tends to delay re-ordering until there are shortages. This causes an over reaction resulting in the purchasing of excessive quantities of materials and large batch runs of manufactured standard components.

In addition the defective work creates a shortfall of components required to complete specific orders. As a result there are demands for additional production outside of the overall system of production control. These demands are not recognised by the purchasing and stock control functions.

For all these reasons the stock control system is extremely unstable. A further alarming aspect of Trellite is that the various functional departments appear to operate in isolation with little regard for the work of other functions, or the effects of actions taken by one department on the rest of the company.

This is particularly evidenced by the activities of the Sales department. They work closely with the designers, but pay little attention to the effects of the increased orders on the capacity of the manufacturing resources.

Every order slips further and further behind the delivery targets. It is only when complaints about delivery shortfalls reach the directors that any action is taken. Fundamental questions about the organisation and its structure are starting to surface. With the level of orders running beyond the capacity to satisfy those orders the directors began to realise they were losing control of the business. Some of the middle managers consider that control of the business has

already been lost and radical action is needed to re-establish a meaningful set of systems within the organisation.

The pressure within the business has led to frustration, low morale and carelessness and is a major cause of the high staff turnover.

A small group of middle managers has decided to approach the directors with a proposal to institute a programme of Business Process Re-Engineering (BPR). At first the directors did not welcome this approach by the group, but have listened to the suggestions and how Business Process Re-Engineering (BPR) could be applied. The Board agreed to allow the group to re-establish control instituting new procedures where necessary.

It has been agreed that the most important initial move must be the open support of the Board with the emphasis on communication and co-operation throughout the company.

Notes

In dealing with this case you are required to: -

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

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT
INTERNATIONAL DIPLOMA IN ADMINISTRATIVE MANAGEMENT

CASE STUDY 1

8th December 2005: Time: 09.30 – 12.30

Time Allowed: 3 hours Section A, COMPULSORY and ALL 8 QUESTIONS MUST BE ATTEMPTED (40% of total marks) Section B, TWO QUESTIONS MUST BE ATTEMPTED (60% of total marks)	Allocation of marks as shown on the paper. Candidates MUST answer all FOUR questions.
---	--

Notes

In dealing with this case you are required to: -

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

1. Produce an outline report identifying the organisational weakness at Trellite and indicating their importance.
(100 marks)
2. Discuss whether a programme of Business Process Re-Engineering (BPR) could solve many of the problems at Trellite.
(100 marks)
3. Identify the problems of stock control at Trellite and advise on how these problems could be avoided.
(100 marks)
4. Outline, with reasons, the procedures which should be in place in the Human Resources department to record and report on the high rate of staff turnover.
(100 marks)