THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT

DIPLOMA IN ADMINISTRATIVE MANAGEMENT

PROFESSIONAL ADMINISTRATION

4th June 2008 TIME: 09.30 – 12.30

Time Allowed: 3 hours **Section A, is compulsory and all 8 questions must be attempted.** **(40% OF TOTAL MARKS)** **Two questions from Section B must be attempted** **(60% OF TOTAL MARKS)**	**Allocation of marks as shown on the paper.**

SECTION A: (COMPULSORY)

1.   Describe 'tele-working'.

2.   Define 'form control' and outline its advantages to the organisation.

3.   Identify the reasons why people resist change.

4.   Explain the concept of Business Process Re-Engineering.

5.   Describe the 4 'P's in marketing?

6.   What are 'quality circles'?

7.   List the barriers to communication in an organisation.

8.   Outline the benefits of E-commerce to an organisation.

(5 marks per question, 40 marks in total)

SECTION B: (TWO QUESTIONS MUST BE ATTEMPTED)

1.   Discuss the effect a Bureaucratic organisation could have on management style?

2.   What are the benefits of using a SWOT analysis at the planning stage of a change programme.

3.   Explain the difference between quality assurance and Total Quality Management.

4.   Identify the essential elements of a well planned meeting and give an example of a chairperson's agenda.

(30 marks per question, 60 marks in total)

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT

DIPLOMA IN ADMINISTRATIVE MANAGEMENT

ADMINSTRATIVE SYSTEMS AND PROCESSES

3rd June 2008: TIME: 09.30 – 12.30

Time Allowed: 3 hours **Section A, is compulsory and all 8 questions must be attempted.** **(40% OF TOTAL MARKS)** **Two questions from Section B must be attempted** **(60% OF TOTAL MARKS)**	**Allocation of marks as** **shown on the paper.**

SECTION A: (COMPULSORY)

1. Briefly outline the advantages and disadvantages of the matrix structure?

2. What is a systems hierarchy?

3. What is a formal procedure?

4. Provide a brief explanation of a natural system

5. What is a service level agreement?

6. What is the purpose of quality assurance?

7. Explain the difference between open loop and closed loop control systems

8. Why do companies have Mission Statements?

(5 marks per question, 40 marks in total)

SECTION B: (TWO QUESTIONS MUST BE ATTEMPTED)

1. Explain the benefits of using the Systems Approach.

2. Discuss the main differences between Strategic, Tactical and Operational Planning

3. Produce a plan of how you would devise a procedures manual for a system of your choice

4. Provide an evaluation of Business Process Reengineering. You can base your argument on an organisation of your choice

(30 marks per question, 60 marks in total)

THE INSTITUTE OF ADMINISTRATIVE MANAGEMENT

DIPLOMA IN ADMINISTRATIVE MANAGEMENT

PEOPLE IN ORGANISATIONS

2nd June 2008: 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. Define diversity and identify some of the barriers to managing diversity in organisations.

2. Identify five characteristics that are common to all organisations.

3. Describe the elements involved in the process of self-development.

4. As an administrative manager, identify and explain five methods you could use to manage your time more effectively.

5. Outline the approach organisations should take in designing and operating a grievance procedure.

6. Evaluate the organisational benefits of undertaking human resource planning (HRP)

7. Outline the key characteristics of knowledge based organisations.

8. Briefly explain five characteristics of an effective team.

SECTION B: (TWO QUESTIONS MUST BE ATTEMPTED)

1. 'There is a relationship between an organisation's culture and its performance' (Heller 1997) Discuss.

2. Evaluate how an administrative manager might create a better work-life balance, within the organisation.

3. Describe the process involved in the effective management of change.

4. How can an understanding of motivation theories be of value to an administrative manager?

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DIPLOMA IN ADMINISTRATIVE MANAGEMENT

INFORMATION FOR DECISION MAKING

5th June 2008: 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: (COMPLUSORY)

1.   Explain what is meant by 'information overload'.

2.   Distinguish between programmed and non programmed decisions.

3.   What are 'summary statistics'?

4.   Briefly outline the three measures of central tendency.

5.   Distinguish between profit and cash.

6.   Calculate retained profit from the following:

Sales	£112,000	Expenses	£56,000
Opening stock	£2,400	Dividends	£800
Purchases	£34,000	Closing stock	£1,960
Tax	£5400		

7.   The costs to a company in producing 2,000 of Product A last month were as follows:

	£
Materials	90,000
Labour	60,000
Overheads	120,000
Total costs	270,000

Of the costs shown, materials used are 80% variable, labour is 75% variable and overheads are 28% variable. The remaining costs are fixed.

Divide the total cost of £270,000 into fixed costs and variable costs.

8.   Explain the difference between fixed and flexible budgets.

(5 marks per question, 40marks in total)

SECTION B: (TWO QUESTTONS MUST BE ATTEMPTED)

1.   Discuss the role of an information system in supporting effective decision making within an organisation

(30 marks)

2.   (a)   'Explain the most important difference between histograms and bar charts.

(6 marks)

   (b)   Construct a histogram from the following information relating to the performance of individual sales staff

Sales	No of Sales Staff
£10,000 to under £12,000	10
£12,000 to under £14,000	12
£14,000 to under £18,000	8
£18,000 to under £24,000	6

(18 marks)

   (c)   From the histogram identify the modal class and the value of the mode.

(6 marks)

3.   (a)   Explain the meaning of each of the following terms

   (i)   Current Assets

(3 marks)

   (ii)   Capital Employed

(3 marks)

   (iii)   Cost of Sales

(3 marks)

   (iv)   Gross profit

(3 marks)

   (v)   Working Capital

(3 marks)

   (vi)   Dividends

(3 marks)

   (b)   Construct a Balance Sheet from the following:

Share Capital	£18,000	Stock	£11,000
Bank overdraft	£8,000	Reserves	£16,000
Vehicles	£38,000	Buildings	£90,000
Machinery	£33,000	Long Term Loan	£150,000
Debtors	£21,000	Creditors	£5,000
Cash	£4,000		

(12 marks)

4. (a)   Explain why it is important to distinguish between fixed cost and variable costs
                                                                            (5 marks)

    (b)   Prepare a flexed budget and calculate the variances from the following information.
                                                                            (25 marks)

Cost Budget for Production of 15,000 units

Cost	Cost Behaviour	Budget
		£
Direct labour	Variable (£3 per unit)	45,000
Direct Materials	Variable (£2.50per unit)	37,500
Production Overheads	Semi-variable	
	(£10,000 fixed + £2 per unit)	40,000
Admin Overhead	Fixed	28,000
Total Budgeted Cost		150,500

In a month actual production was 14,500 units and the actual costs were:

Direct Labour	£49,200
Direct Materials	£32,625
Production Overheads	£38,600
Admin Overheads	£28,000

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ADVANCED DIPLOMA IN ADMINISTRATIVE MANAGEMENT

CASE STUDY 1

6th June 2008: TIME 09.30 – 12.30

Scenario

Time Allowed: 3 hours	**Allocation of marks as**
Answer all FOUR QUESTIONS.	**shown on the paper.**
Graph paper is included in the centre of the examination script.	

SILVER CIRCLE CALL CENTRE

The Silver Circle call centre employs some 600 staff operating from one site on a shift based system round the clock. The centre administers product support inquiries from its customers as well as outgoing calls for telemarketing and servicing the collection of debts. By centralising the management functions of its business services and call center operations under one roof, the company aims to provide a streamlined service to its customers, whilst reducing its operating costs. Staff specialists concerned with monitoring levels of quality and performance back all this up.

Clients range from utilities and catalogue companies to financial services and home improvement. In short, clients are varied, and the range of services diverse. Call centre operators are organised into teams in an open plan setting, typically responsible for a range of clients within a particular area of activity. In this way, the center retains some flexibility in deploying operators to meet operational requirements within the separate areas.

Customer operations are backed up by a range of office services, covering the usual areas of business and administrative systems including finance, human resources, procurement, IT services, account management, marketing, and general office.

Customer operations for second tier support staff are organised into work teams of up to twelve staff depending on shift, each under a Team Leader. These in turn are grouped into four functional business areas, each under a Team Manager servicing particular types of activity: outgoing e.g. telemarketing, and inbound e.g. product support. This provides for an element of flexibility in the number of clients for a common type of service that individual teams can handle using interactive decision support and predictive dialing. Technical support staff to which they can switch callers to if requiring a more specialised response, back up teams dealing with incoming calls.

It was against this background that Ray Sanchez, Operations Director, opened the monthly review meeting with his Team Managers, Information Manager and a Client Account Manager from account management. "Lucy, you're our information Manager who handles ICT communications between us and our clients to ensure the smooth running of our services. I see performance measures are showing worse figures all round for the second quarter running. Average queue delays are up and teams can see this on 'real time' screens in their work areas. It's the same with conversation time, idle and handling time. Service levels of calls answered within the timeframe, together with non-contact processing time and call handling are down. Both trends in the wrong direction! At the last meeting we all said we'd keep the figures under review, though I sometimes feel we're drowning under the amount of detail, and aren't getting enough time to deal with the information that really counts". Any ideas how we might improve on performance, and do we really know where we're heading?

Lucy Chang turned to Milton Band one of the other Team Managers. "Milton, before this meeting, you told me what you thought the problems were, and yes, you are right about the performance.   Why not tell the others here what you think the problems are?"

Milton thought for a moment then spoke to the group. "After having talked to my Team Leaders, I see it this way, and I think all the managers here are experiencing the same problems, since all our areas show a similar pattern of performance. Lucy is right on commenting on the poor results, and Fiona Seaton our Client Accounts Manager can confirm this in her communication with our clients and the non-renewal of some contracts in the last six months. Whilst we have continued to update our service technology in the various areas with predictive dialing, caller prioritisation, number identification and decision support, it's made relatively little impact on quality and performance targets. Our absence and turnover rates in call screening and service support teams in particular, are well above industry average and the other teams are going the same way. Our team leaders closely monitor their staff, take a very firm line with poor performance, follow-up staff absence sometimes with an interview, and make use of built-in software to monitor and report on each member of the team. However, this is only backed up by policies and procedures that are insufficiently detailed and lack really clear guidance to ensure that actions by Team Leaders are consistent across all areas".

To this Rose Topping, Team Manager for telemarketing added, "and it's not as if we spend a lot on training, other than ensuring staff can do their job and slot in to cover absence or other requirements in their area. HR even keeps the costs of recruitment, selection and induction down by keeping advertising to a minimum; relying on an application form and brief interview with themselves and the Team Leader, and their policies and procedures are no better. From this they gauge an applicant's suitability without having to resort to testing. They also let Team Leaders induct new staff with a brief overview of what's involved in the job, employment conditions, health and safety and an introduction to their work team. Then another team member 'shows them the ropes' by taking them through the scripts, familiarising them with the software and sitting with them for a couple of hours whilst they make or take calls. Times of lunch and tea breaks are fixed, so that the pattern of working can maintain a 24 hour cover within the two or three shifts depending on time of the week, though in practice, we all know there's little or no cover if staff are off sick, much of it apparently due to stress. Sure it's stressful and repetitive, staff have to deal with angry customers, workstations and desk layout don't reflect best practice, and sound insulation and lighting levels could be better".

Milton came in again at this point to agree commenting, "we could also do with breakout and rest areas closer to the teams and proper training facilities with dedicated rooms and equipment to simulate working conditions".
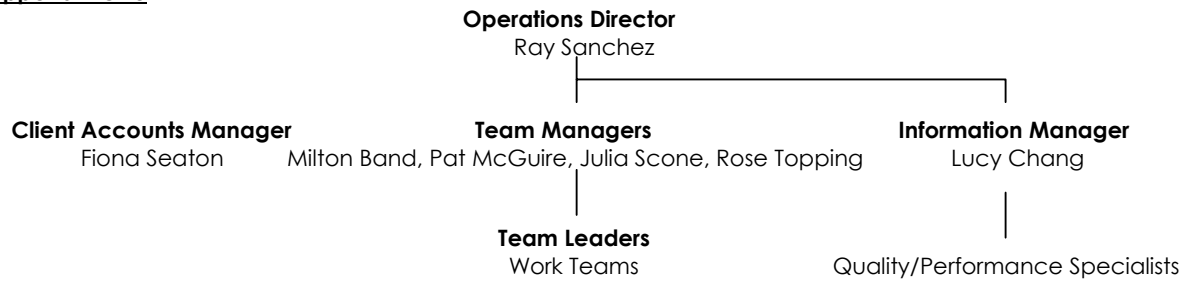
Fiona cut in, "that's all very well Milton, but we have to keep an eye on our costs, and yet, if we continue to drift like this with all talk and no action, we're going to lose even more accounts. We can't continue as we are, so let's look to the future. If you were all able to manage your time better in using information available and working more closely with your Team leaders, perhaps you would have more time to properly plan ahead".

At this, Pat McGuire stepped in, "before we do, another factor is the shift patterns, covering our 24-hour operation. I feel we're too inflexible in the way we devise our staff rosters and the cover they provide. There's no consultation, staff is just told what shifts they'll be working. As it is, we don't always have enough staff to cover the work, and it creates extra pressure for those on duty. We need to bring in Human Resources to look at our rosters and see what's affecting staffing levels and their attractiveness to staff.

Julia Scone went further and commented on the diversity of the workforce managed by the Team Leaders. "Differences and similarities among our staff, for example in terms of race, gender and age, present a management challenge and opportunity to all of us. Louis Planter in HR needs to alert Team Leaders to the benefits of and barriers to diversity, and provide development opportunities for all of us here in how to manage and make the most of its potential"

At this point, Ray Sanchez announced it was now time for the meeting to take a break, before reviewing the performance statistics in detail and following Fiona's call to look to the future. In the back of his mind though was a more fundamental concern about whether the goals and objectives for call center operations should be more clearly defined in order to focus any future action that was needed.

Appendix One

Operations Director
Ray Sanchez

Client Accounts Manager   **Team Managers**   **Information Manager**
Fiona Seaton   Milton Band, Pat McGuire, Julia Scone, Rose Topping   Lucy Chang

Team Leaders
Work Teams

Quality/Performance Specialists

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 1

6th June 2008: TIME 09.30 – 12.30

Question Paper

Time Allowed: 3 hours	**Allocation of marks as**
Answer all FOUR QUESTIONS.	**shown on the paper.**
Graph paper is included in the centre of the examination script.	

1.   Advise Louis Planter on how to improve the system for inducting new staff, in order to increase their knowledge and understanding of the company and their jobs.

(100 marks)

2.   Discuss how the working environment of call centre operators might be redesigned to reduce levels of employee absence and labour turnover.

(100 marks)

3.   Explain why it is important for Silver Circle to have clear and well-documented policies and procedures to guide its operations.

(100 marks)

4.   Discuss how a greater understanding time management could help team managers to manage their time efficiently and run their area of operation more effectively.

(100 marks)