



STAMFORD COLLEGE

SCHOOL OF BUSINESS, MARKETING AND ACCOUNTING

**DIPLOMA IN BUSINESS ADMINISTRATION
(SEMESTER 2)**

DBA 106: CONTEMPORARY BUSINESS ORGANISATION

Date : 24 April 2007

Time : 2.00pm-5.00pm

Duration:3 hours

Instructions to candidates

Answer ALL question in Section A and in Section B answer any TWO out of SEVEN question.

Please ensure that this examination paper contains TWENTY-FIVE true and false questions and SEVEN subjective questions on FOUR printed pages before you start the examination.

Books, papers and other written materials are not allowed to be brought into the examination hall. A candidate who violates the examination rules of Stamford College or commits a malpractice will be disqualified from the examination.

Write your Examination Index Number on each page of your answer booklet.

Section A (Compulsory)

Answer all the questions. Choose the correct answer.

1. Organisation are institutions which persist over time, possessing a recognisable structure of work roles arranged in a hierarchy of power and authority.
(True / False)
2. Structure and management are the two main approaches to organisation.
(True / False)
3. Henri Fayol is the founder of “Scientific Management”.
(True / False)
4. Unity of command means one man one superior.
(True / False)
5. Bureaucracy emphasises on rules, relationships, decision-making and standardisation in organisation.
(True / False)
6. Management functions involve planning, organising, directing and controlling.
(True / False)
7. External environment can be classified into specific external and general external environment.
(True / False)
8. The impact of globalisation is it opens up new markets.
(True / False)
9. E-commerce is no respecter of size, political and geographic boundaries.
(True / False)
10. SWOT analysis is a simple technique which looks at an organisation’s strength, wealth, opportunity and trend.
(True / False)

11. The mission statement encapsulates the vision of what the organisation is, or intends to become.
(True / False)
12. Hierarchy of objectives are corporate objectives, divisional objectives, departmental objectives and individual or team objectives.
(True / False)
13. Centralisation refers to the systematic devolution of authority and responsibility within the structure of an organisation.
(True / False)
14. Delegation is the process by which authority and responsibility is devolved down from one management level to the next.
(True / False)
15. Authority may be defined as the right to issue valid instructions which other must follow.
(True / False)
16. A control system must be rigid.
(True / False)
17. Benchmarking involves comparison of performance against internally set standards.
(True / False)
18. Management by objective is an effective control technique through the accent on monitoring and reviewing performance.
(True / False)
19. "Parochial self-interest" is the fear of people that they will lose something that they value, such as power, status, money, etc.
(True / False)
20. Maslow's hierarchy of needs consist of four levels.
(True / False)

21. Management ethics is concerned with the behaviour of individuals in the organisation who have the power to make decisions.
(True / False)
22. Organisational development creates conditions in which conflict among members is brought out into the open and managed rather than covered up.
(True / False)
23. With delegation, managers have more time to concentrate on major tasks.
(True / False)
24. Empowerment does not give an employee the power or authority to act.
(True / False)
25. Span of control refers to the number of superiors a manager reports to.
(True / False)

(Total 50 marks)

SECTION B

Choose any two questions.

Question 1

- (a) Explain FIVE features which are common to all organisations. (10 marks)
- (b) Elaborate on FIVE elements of a corporate objective. (15 marks)

(Total 25 marks)

Question 2

- (a) Henri Fayol introduced "14 principles of management". Briefly explain FIVE of the principles. (15 marks)
- (b) Why would an organisation have a poor planning system? State and briefly explain FIVE reasons. (10 marks)

(Total 25 marks)

Question 3

- (a) Briefly explain with relevant examples THREE characteristics of a mission statement? (12 marks)
- (b) Briefly explain SIX factors that contribute to job dissatisfaction. (12 marks)
- (c) Define perception. (1 mark)
- (Total 25 marks)

Question 4

- (a) Explain FIVE ways in which delegation can help a manager in an organisation. (15 marks)
- (b) Give FIVE reasons why people resist change. (10 marks)
- (Total 25 marks)

Question 5

- (a) List and briefly explain FIVE factors influencing the degree of centralisation or decentralisation. (15 marks)
- (b) What are the stages of decision making? (10 marks)
- (Total 25 marks)

Question 6

- (a) What are the THREE classifications of environment. (9 marks)
- (b) SWOT analysis is one of the methods being used by organisations to conduct their internal and external environment analysis. Discuss with examples the elements analysed in a SWOT analysis. (16 marks)
- (Total 25 marks)

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