



STAMFORD COLLEGE
SCHOOL OF SECRETARIAL AND ADMINISTRATIVE STUDIES
DIPLOMA IN EXECUTIVE SECRETARYSHIP
(SEMESTER 3)

DES 2103: MANAGEMENT THEORIES I

Date : 25 July 2007 (Wednesday)

Time : 9.00 am – 11.00 am

Duration: 2 hours

Instructions to Candidates

Question 1 from Section A is compulsory. Answer TWO out of FOUR questions in Section B.

Please ensure that this examination paper contains FIVE questions on TWO 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**Question 1 (Compulsory)**

Managers need certain skills to perform their duties and activities as a manager.

(a) List out THREE essential managerial skills that a manager need. (3 marks)

(b) Illustrate and briefly explain the relationship between the skills of the levels of management. (7 marks)

(Total = 10 marks)

SECTION B

Answer TWO out of FOUR questions.

Question 2

(a) Summarise the contributions of Henri Fayol. (4 marks)

(b) Explain FIVE principles of management developed by Henri Fayol. (10 marks)

(c) Define bureaucracy and describe THREE types of legitimate authority as proposed by Max Weber. (6 marks)

(Total = 20 marks)

Question 3

(a) Which of the following business organisation would you choose to carry out your business:

- (i) Sole trader
- (ii) Partnership

Give TWO reasons for your choice. (2 marks)

(b) State or list FOUR characteristics of the above business organisation that you have chosen. (4 marks)

(c) List THREE advantages and THREE disadvantages of the above business organisation that you have chosen. (12 marks)

- (d) In your opinion, why is a partnership agreement necessary? (2 marks)

(Total = 20 marks)

Question 4

- (a) Define the Situational Leadership Theory propounded by Paul Hersey and Ken Blanchard. (2 marks)

- (b) Describe FOUR leadership styles in Hersey and Blanchard's Situational Theory. (8 marks)

- (c) Define Path-Goal theory. (2 marks)

- (d) State FOUR major leadership behaviours that affect subordinates' perception of path and goals. (8 marks)

(Total = 20 marks)

Question 5

- (a) Define decision-making. (2 marks)

- (b) Describe the FIVE biases that influence decision-makers decision-making process. (10 marks)

- (c) Group decision-making has several advantages over individual decision-making. Explain FOUR advantages and FOUR disadvantages of group decision-making. (8 marks)

(Total = 20 marks)

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