**Business Management & Administration**

**Main Aim(s) of the Unit:**
The unit introduces the student to a range of studies which are useful in understanding people in the workplace. It examines the concept of management within the global business environment and through the appraisal of business cases, a variety of approaches are considered.
The unit prepares students for their likely future roles as managers in organisations. It encourages them to synthesize knowledge and experience gained in other units by considering competing perspectives on the nature of management. It encourages them to reflect upon the contribution that they might make as individuals to the management process, and to explore their own skills as potential managers, within the context of their peer group. The unit touches practical, moral and ethical dimensions of the management role and examines the key problems and dilemmas that may emerge for stakeholders in contemporary organisations.

**Main Topics of Study:**

The Organisational Background to Business Administration

The Management Framework to Business Administration
- What are Business Administration and Management?
- The Board of Directors
- Functions within an Organisation
- The ‘Systems’ Approach to Organisation
- Planning-Control Feedback Cycles

Characteristic Features of Organisations
- The Structure of Organisations and the Need for Authority
- The Features of Bureaucratic and Non-Bureaucratic Organisations
- Traditional Principles and Types of Organisation
- More about Systems & Subsystems

The Structure of Business Enterprises
- The Pattern of Organisations
- Business Types including; Sole-Trder Enterprises, Partnerships, Limited Partnerships, The Limited Liability Company, Non-Profit-Making Units (Clubs & Societies), Public Enterprises
- Public Sector Organisations; Autonomous Public Corporations, Nationalised Industries, Local Government Institutions, Central Government Departments

Functions within Organisations

The Production Function:
- The Production Process and Types of Production
- Site Selection & Factory Planning
- Plant & Equipment
- Materials & Materials Handling
- Production Administration
- Costing Aspects of Production
- Work Study
- Maintenance & Production
- CAD, CAM & CIM

The Purchasing Function:
- The Nature of Purchasing and the Role of the Purchasing Officer
- Purchasing Department Procedures, Inventory Control, Stores Control and Economic Order Quantity

The Research & Development Function:
- The Functions of the Research & Development Department
- Basic Research
- Problem-Based Research
- Ideas Generation
- Applied Research & Development
- Patents, Trade Marks & Service Marks
- Research & Development in the Business Organisation

The Marketing Function:
- Introduction to Marketing and The Marketing Philosophy
- Market Analysis & Research
- Promotion, Publicity & Public Relations
- Pricing Policy
- Credit Control
- Sales Administration
- Transport & Distribution (Logistics)
- Export Marketing

Personnel Department:
- The Need for Staff
- The Functions of the Personnel Department and a Personnel Policy
- Employee Records
The Administrative Officer’s Role
- Industrial Relations Practice
- The Remuneration of Staff

Office Administration:
- The Role of the Administrative Officer
- Facilities Management - The ‘New-Look’ Office Administrator
- The Office & its Functions
- The Clerical Function, Business Correspondence, Mail Inwards, Mail Outwards, Systems for Producing Business Correspondence.
- Meetings, Conferences, Functions and Delegation

Other Responsibilities of the Administrative Officer:
- The Organisation & Methods Department
- Security Aspects of Business
- The Environment of Organisations
- What is a Claimant?
- Assessing the Impact of Claimants

Learning Outcomes for the Unit
On successful completion of this unit students will be able to:
1. Provide critical evaluation of the major functional areas of a business and describe their interrelationship.
2. Evaluate competing perspectives on the nature of management as both a function and process within organisations
3. Discuss the concept of managerial power and authority, in the context of the work of individual managers, and organisations within their social and cultural contexts.
4. Discuss models of managerial decision-making
5. Discuss the development of organisations in their historical, social and cultural contexts, and the choices that this creates for the management of organisations.
6. Explain the process of organisational change and development.
7. Discuss management as a moral and ethical process
8. Demonstrate an appreciation of the role of the Administrator as part of the Managerial process

The numbers in the boxes below show which of the above unit learning outcomes are related to particular cognitive and key skills.

<table>
<thead>
<tr>
<th>Cognitive Skills</th>
<th>Learning Outcomes</th>
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<tr>
<td>Analysis</td>
<td>1,2,4,7</td>
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<tr>
<td>Synthesis/Creativity</td>
<td>1,2</td>
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<tr>
<td>Evaluation</td>
<td>1,2,7,8</td>
</tr>
<tr>
<td>Interactive &amp; Group Skills</td>
<td>-</td>
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<tr>
<td>Self-appraisal/ Reflection on Practice</td>
<td>-</td>
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<td>Planning and Management of Learning</td>
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<tr>
<td>Problem Solving</td>
<td>1,2</td>
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<tr>
<td>Communication &amp; Presentation</td>
<td>1-8</td>
</tr>
<tr>
<td>Other skills (please specify):</td>
<td>-</td>
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Learning and teaching methods/strategies used to enable the achievement of learning outcomes:
Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.

Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:
Examination: 3 hours duration 100%

Indicative Reading for this Unit:
Main text: Business Management & Administration - G Whitehead & G Whitehall (Institute of Commercial Management)

Alternative Texts and Further Reading:
Modern Business Administration - R C Appleby (Pitman)
The Structure of Business - M Buckley (Pitman)
Instructions to candidates:
a) Time allowed: Three hours (plus an extra ten minutes’ reading time at the start – do not write anything during this time)
b) Answer any FIVE questions
c) All questions carry equal marks. Marks for each question are shown in [ ]

1. a) Describe the main functions within an organisation, as identified by Henri Fayol. [8]  
b) Using an example to illustrate your answer, explain to what extent Fayol’s theory is applicable to management today. [12]

2. a) Distinguish between line, staff and functional types of authority. [3 each]  
b) Draw appropriate organisation charts for organisations which adopt EACH type of authority. [11]

3. a) Describe which type of business enterprise would be appropriate for the following:
   i. A plumber working on their own
   ii. A solicitor’s practice
   iii. A small family brewing business
   iv. A large restaurant chain [3 each]  
b) Explain the main differences between General Partnerships and Limited Partnerships. [8]

4. With the aid of examples, identify under what circumstances a bottle manufacturer would use the following types of production:
a) Job  
b) Batch  
c) Mass/flow  
d) Process [5 each]

5. There are many sources that a Purchasing Officer can use to identify potential suppliers.
a) List the main sources. [6]  
b) Explain the benefits of EACH source. [7]  
c) Explain, with reasons, which source would be most appropriate when considering a new supplier of steel for a producer of refrigerators. [7]

6. With the aid of diagrams and suitable examples:
a) Describe the Product Life Cycle [8 + 2 for format]  
b) Explain what action could be taken to improve sales of a product nearing the end of its cycle [10]

7. Explain, with examples, under what circumstances you would use the following:
a) Internet  
b) Intranet  
c) Extranet  
d) E-mail [5 each]

8. a) Define the term cash flow budget. [8]  
b) With the aid of an example, describe how budgeting can assist management to control expenditure and make financial decisions. [12]
Instructions to candidates:

a) Time allowed: Three hours (plus an extra ten minutes’ reading time at the start – do not write anything during this time)
b) Answer any FIVE questions
c) All questions carry equal marks. Marks for each question are shown in [ ]

1. a) Describe the main functions of an organisation as identified by Henri Fayol. [12]
b) Explain which functions are associated with business administration. [8]

2. With the aid of organisation charts, explain the types of authority most suitable for the following:
   a) A large public limited company [5 each]
   b) An accountants’ partnership
   c) A small limited company
   d) A public relations practice

3. a) Explain under what circumstances the following techniques would be adopted for the manufacture of motor cars:
   i) CAD techniques [5 each]
   ii) CAM techniques
   iii) CIM techniques
   b) Briefly comment on the economic benefits of such techniques. [5]

4. a) Describe the main differences between general and limited partnerships. [5 each]
b) Compare the main features of public limited companies and private limited companies. [5 each]

5. a) With the aid of a diagram, identify the main features of a procedure for the control of stock. [8 + 3 for format]
b) Describe THREE of the main documents used in such a procedure. [3 each]

6. The company you work for produces MP3 players and the Marketing Department has asked you to assist them in deciding on the most appropriate media for promoting MP3 players, in the face of competition from new generation mobile phone technology.
   Reply to the Marketing Manager in a suitable format, providing this information and giving reasons for your choice. [16 + 4 for format]

7. a) Identify the SEVEN main functions of financial managers of organisations. [2 each]
b) Define working capital. [6]

8. a) Define the term delegation. [8]
b) Describe the main considerations when deciding on how it should be undertaken. [12]
Instructions to candidates:
a) Time allowed: Three hours (plus an extra ten minutes’ reading time at the start – do not write anything during this time)
b) Answer any FIVE questions
c) All questions carry equal marks. Marks for each question are shown in [ ]

1. The overall control of a limited company is maintained by the Board of Directors on behalf of the Shareholders. Explain the directors’ role as:
   a) managers of the company
   b) business administrators within the company [10 each]

2. With the aid of organisation charts, explain the types of authority most suitable for the following:
   a) The senior management of a large multinational company
   b) An accountant’s partnership
   c) A small IT company
   d) A local newsagents [5 each]

3. a) Describe the main differences between private and public limited companies. [5 each]
   b) Compare the most important features of general and limited partnerships. [5 each]

4. a) Describe the FOUR main types of production. [4 each]
   b) Give examples where EACH of these types may be employed. [1 each]

5. a) Describe the factors which influence the size of the market for a particular good or service. [8]
   b) What media outlets are most suitable for the following:
      i) A DVD player manufacturer
      ii) A fashion clothing retailer
      iii) An importer of cars [4 each]

6. a) Identify the SEVEN possible methods of charging stock out to jobs. [1 each]
   b) With the aid of a diagram, explain the concept of Economic Order Quantity. [10 + 3 for format of diagram]

7. The Administration Manager of your organisation is considering alternative electronic methods of transmitting information. Describe, with examples:
   a) internal electronic methods of communication
   b) external electronic methods of communication [10 each]

8. a) Briefly define the term Risk Management. [8]
   b) With the aid of examples, describe any FOUR of the six main types of risk faced by organisations today. [12]
Instructions to candidates:
a) Time allowed: Three hours (plus an extra ten minutes’ reading time at the start – do not write anything during this time)  
b) Answer any FIVE questions  
c) All questions carry equal marks. Marks for each question are shown in [ ]

1. a) Define the term **business ownership**.  
b) Define the term **business management**.  
c) Explain under what circumstances a business owner might also be a business manager.  

2. a) Describe briefly the main characteristics of:  
i sole traders  
ii general partnerships  
iii limited partnerships  
iv private limited companies  
b) Explain the significance of separate legal entity for EACH of the above.  

3. a) Identify the traditional principles of organisations.  
b) Briefly describe TWO of these principles.  

4. Your Office Manager has asked you to explain:  
a) how you would introduce work study into your organisation  
b) the likely benefits which might result for the organisation  

5. a) Explain the ways in which new ideas can be generated for updating existing products and developing new ones.  
b) Describe the procedures that could be adopted for screening and evaluating such ideas.  

6. a) Describe the main difficulties experienced by small and medium-sized businesses with research and development of their products or services. 
b) Explain how small businesses can obtain help from the government, specialist organisations and/or other businesses in their industry for research and development.  

7. Your organisation is updating the induction training programme for all new employees.  
Design a CHECKLIST to identify the main points which should be included in such a programme.  

8. Your organisation is moving into new offices and is proposing to install new IT equipment. You have been asked to identify what hardware and equipment is currently available for use in a modern office.
Instructions to candidates:

a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
b) Answer any FIVE questions
c) All questions carry equal marks. Marks for each question are shown in [ ]

1. a) Explain under what circumstances a business owner might also be a business manager. [10]
b) Describe the main functions of an organisation, as identified by Henri Fayol. [10]

2. With the aid of diagrams, explain the significance of the following types of authority:
a) line
b) staff
c) functional [5 each + 5 for format]

3. a) Explain the principal features of TWO of the main types of business enterprise. [5 each]
b) Describe the most appropriate sources of finance available to EACH type of enterprise chosen when:
   i) setting up in business
   ii) expanding the business [5 each]

4. a) Explain what is meant by the term stores control. [8]
b) Describe the THREE main methods for checking stock. [4 each]

5. Your Office Manager has asked you to explain:
a) how you would introduce work study into your organisation
b) the likely benefits which might result for both employees and employers [10 each]

6. a) Explain the significance of the Product Life Cycle to a company producing a new range of smartphones. [10]
b) Identify the action the company could take to boost the sales of existing ranges of mobile phones. [10]

7. a) With the aid of a diagram, explain how the Five Point Plan can be used in the design of a Person Specification. [8 + 2 for format]
b) Describe the main benefits of a formal Induction Training programme to new employees. [10]

8. a) Briefly define the term delegation. [8]
b) With the aid of a diagram, explain how it should be undertaken. [12]