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Examinations for Academic Year 2014 – 2015 Semester II / Academic Year 2015 Semester I

MODULE: ORGANISATION AND MANAGEMENT

MODULE CODE: MGMT 1101

Duration: 2 Hours

Reading time: 15 Minutes

Instructions to Candidates:

1. This question paper consists of Section A and Section B
2. Section A is compulsory
3. Answer any two questions from Section B
4. Always start a new question on fresh page
5. Total marks: 100

This Question Paper is printed on BOTH SIDES.

This Question Paper Contains 5 questions and 4 pages.
SECTION A: COMPULSORY

QUESTION 1: (40 MARKS)

Read the case below carefully and then answer the questions which follow.

The development of the Chinese computer company, Lenovo

In 1984, 11 entrepreneurs had a vision to bring the advantages of information technology to the Chinese people. With approximately US$25,000 to invest and the determination to turn their research into successful products, this team opened their business in a rented bungalow. Today it is one of the largest technology firms in the world.

Its founder, Liu Chuanzhi, was determined and politically shrewd. Mr Liu and his colleagues had no experience of running a private company, no idea about modern computers and a formal education that had been cut short by the Cultural Revolution. As they built Lenovo, they had to teach not just themselves, but a generation of Chinese bureaucrats how to run and regulate a private corporation.

Much of the credit for Lenovo's success is given to Mr Liu, who pushed boundaries while staying just the right side of the ideological line. The solutions found to the various problems of the company's development changed the way China does business.

Mr Liu launched incentive schemes and share options to motivate Lenovo's staff, handing out suitcases of cash (and risking imprisonment to avoid the government's 300% tax on bonus payments). He applied pressure for employees to own their own homes, a revolutionary initiative in 1992. Lenovo was the first Chinese company to create advertisements that did more than just name a product and its price, so introducing brand building to China. Though urged to develop a "Chinese chip" and fight Western competitors on quality, Mr Liu resisted. Seeing that Chinese science lagged behind, he focused instead on cutting prices and copying Western technology.
Questions

(a) List Lenovo’s internal strengths and weaknesses when it started its business in 1984? (12 marks)

(b) How did the external environment impact on the decisions the company had to make about the way it ran and expanded the business? (12 marks)

(c) What were the biggest challenges for Mr Wu in changing the Chinese business model? (6 marks)

(d) What lessons about managing change can be drawn from this case study? (10 marks)

SECTION B: ANSWER ANY TWO QUESTIONS

QUESTION 2: (30 MARKS)

Ethical issues are becoming more important to the business organisation.

(a) Discuss the conflicting pressures on managers to act ethically and unethically with regard to their business practices and decisions. (8 marks)

(b) Assess the types of ethical issues faced by the business manager. Use examples to support your answer. (14 marks)

(c) Discuss the steps a company can take to encourage ethical behaviour and practices on the part of its employees. (8 marks)
QUESTION 3: (30 MARKS)

(a) Explain the meaning and discuss the importance of motivation in an organisational context. (10 marks)

(b) Using motivation theories, compare and contrast the factors that might motivate a junior employee as opposed to a senior manager in the same organisation. (20 marks)

QUESTION 4: (30 MARKS)

(a) Describe the characteristics of an effective team. (10 marks)

(b) What are the main causes of conflicts in teams and how can they be solved? (20 marks)

QUESTION 5: (30 MARKS)

Write short notes on the following concepts;

(a) Learning organization
(b) Good governance
(c) Organisation culture
(d) Autocratic v/s democratic leader
(e) Functional structure v/s Divisional Structure

***END OF QUESTION PAPER***