

KASNEB REVISION KIT

# LEADERSHIP AND MANAGEMENT REVISION KIT

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0728 776 317

2025

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**CPA**

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**LEADERSHIP AND MANAGEMENT  
REVISION KIT**

**TOPICALLY ARRANGED**

**Updated With  
AUGUST 2025**

**Past Paper with Answers**

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## TOPIC 1

### INTRODUCTION TO MANAGEMENT

#### QUESTION 1

##### **August 2025 Question Four A**

Explain FIVE characteristics of effective administration. (5 marks)

#### QUESTION 2

##### **April 2025 Question Two A**

Explain the term “administration”.

#### QUESTION 3

##### **April 2025 Question Three A**

Summarise FIVE roles of middle level managers in an organisation. (5 marks)

#### QUESTION 4

##### **August 2024 Question Two A**

Describe FIVE factors that are reshaping and redefining management in modern day organisations. (5 marks)

#### QUESTION 5

##### **April 2024 Question Two B**

Explain FIVE features of management. (10 marks)

#### QUESTION 6

##### **April 2022 Question Four A**

Examine three skills required by managers at different levels of management. (6 marks)

#### QUESTION 7

##### **December 2021 Question Five B**

Analyse four arguments against management as a profession. (4 marks)

#### QUESTION 8

What are the four managerial functions and how do they interrelate with each other?

#### QUESTION 9

Explain three ways of classifying managers

# PART B

## SUGGESTED ANSWERS

## TOPIC 1

# INTRODUCTION TO MANAGEMENT

### QUESTION 1

#### August 2025 Question Four A

#### **FIVE characteristics of effective administration**

- 1. Clear Communication:** Effective administration relies on clear, concise, and timely communication. This means ensuring that information flows accurately and efficiently in all directions – from leadership to staff, between departments, and even upwards from employees. When communication is clear, everyone understands their roles, responsibilities, and objectives, which reduces misunderstandings, prevents errors, and fosters a collaborative environment.
- 2. Efficiency and Productivity:** An hallmark of good administration is its ability to achieve desired outcomes with minimal waste of time, effort, or resources. This involves streamlining processes, optimizing workflows, and eliminating redundancies. Efficient administration ensures that tasks are completed promptly and effectively, allowing the organization to maximize its output and achieve its goals with greater speed and less cost.
- 3. Accountability and Transparency:** Effective administration involves establishing clear lines of accountability, where individuals and teams understand who is responsible for what and are answerable for their actions and outcomes. Equally important is transparency, which means operations, decisions, and performance are open to scrutiny. This builds trust, encourages ethical behavior, and ensures that the organization is acting in the best interests of its stakeholders.
- 4. Adaptability and Flexibility:** The administrative landscape is constantly changing. Therefore, effective administration must be adaptable and flexible. This means being able to adjust plans, processes, and strategies in response to new challenges, opportunities, or shifts in the internal or external environment. Organizations that can pivot quickly and effectively are better equipped to navigate uncertainty and maintain their effectiveness.
- 5. Ethical Conduct and Integrity:** Underpinning all administrative functions is the commitment to ethical conduct and integrity. This involves adhering to moral principles, legal standards, and organizational values in all decisions and actions. Ethical administration ensures fairness, builds trust, upholds the organization's reputation, and promotes a positive work environment where employees feel respected and valued.

## QUESTION 2

### April 2025 Question Two A

Administration refers to the process of **planning, organizing, directing, coordinating,** and **controlling** resources (such as people, finances, and information) to achieve organizational goals efficiently and effectively.

## QUESTION 3

### April 2025 Question Three A

#### Roles of middle level managers in an organisation

1. **Implementing Organisational Policies:** Middle managers translate top-level strategies into actionable plans for lower-level employees.
2. **Supervising and Coordinating Departments:** They oversee various departments or teams, ensuring activities align with overall goals.
3. **Liaising between Top and Lower Management:** They act as a communication bridge, conveying directives from senior managers and feedback from subordinates.
4. **Motivating and Developing Staff:** Middle managers are responsible for motivating teams, resolving conflicts, and facilitating employee development.
5. **Monitoring Performance and Reporting:** They track departmental performance, prepare reports, and recommend improvements to top management.

## QUESTION 4

### August 2024 Question Two A

#### Five factors reshaping and redefining management in modern day organizations:

1. **Technological advancements:** The rapid pace of technological change has significantly impacted the way organizations operate, requiring managers to adapt to new tools, processes, and ways of working.
2. **Globalization:** Increased globalization has created a more interconnected world, necessitating managers to understand different cultures, markets, and regulatory environments.
3. **Demographic shifts:** Changing demographics, such as aging populations and increased diversity, have created new challenges and opportunities for organizations, requiring managers to adapt their leadership styles and strategies.
4. **Economic uncertainty:** Economic instability and volatility have made it more difficult for organizations to predict and plan for the future, requiring managers to be more agile and adaptable.
5. **Climate change and sustainability:** Growing concerns about climate change and sustainability have placed new demands on organizations to adopt environmentally friendly practices and contribute to a more sustainable future.

**QUESTION 5****April 2024 Question Two B****Features of Management**

1. **Management is complex:** Management involves dealing with a variety of activities and variables. Some of the variables are interrelated while others are heterogeneous. Some management variables are within the control of the entity's management yet other variables are beyond their control. Environmental uncertainty further complicates the management process. The fact that management involves making constant changes to activities, decisions and strategies causes management to be a complex process.
2. **Management is universal:** Management is practiced in virtually all productive organizations; whether public sector or private sector, profit making or non-profit making, large or small, domestic or multinational enterprise. There are also universal fundamental management principles that are applied in management and in addition managers at all levels perform the same basic functions.
3. **Management is goal Oriented:** Management is not a random process but purposeful. The process of management is geared towards attainment of specified organizational goals.
4. **Management is a social process:** A social process refers to forms of social interaction that occur repeatedly. Management is concerned with developing various relationships among people. Management is also done by people, through people and for people. It touches all aspects of human activities
5. **Management is an integrative process:** Management involves synchronizing individual organizational members' objectives and departmental objectives with those of the rest of the organization, It involves synchronizing the activities of the different units of the enterprise.
6. **Management is concerned with productivity:** Productivity is a function of efficiency and effectiveness. Efficiency is concerned with using the minimum amount of resources to achieve the desired ends. Effectiveness on the other hand is doing the right thing at the right time and achieving
7. **Management is a continuous process:** Management is a never-ending process as long as the entity is in existence. All the functions of management are performed continuously.
8. **Management is Multidisciplinary:** Management draws from a variety of disciplines such as; finance, engineering, sociology, psychology, economics, anthropology and others.
9. **Management is a Composite process:** Management consists of series of functions which must be performed in a proper sequence. These functions are inter-dependent. As the main functions of management are planning, organizing, staffing, directing and controlling; organizing cannot be done without doing planning, similarly, directing