

# KASNEB

ATD LEVEL II

DCM LEVEL II

## PRINCIPLES OF MANAGEMENT

TUESDAY: 17 November 2015.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

### QUESTION ONE

- (a) Management can be regarded as a science, an art or a profession.  
Highlight four features of management as a profession. (4 marks)
- (b) Explain four consequences of low motivation amongst employees in an organisation. (8 marks)
- (c) Distinguish between the following:
- (i) "Job description" and "job specification". (4 marks)
- (ii) "Laissez faire leader" and "autocratic leader". (4 marks)
- (Total: 20 marks)**

### QUESTION TWO

- (a) Explain the following principles of management as advocated by Henri Fayol:
- (i) Esprit de Corps. (2 marks)
- (ii) Equity. (2 marks)
- (iii) Division of work. (2 marks)
- (b) Suggest four economic factors that could affect the operations of a multinational company. (8 marks)
- (c) Outline three advantages and three disadvantages of group approach to decision making. (6 marks)
- (Total: 20 marks)**

### QUESTION THREE

- (a) Enumerate four factors that could affect the span of control in an organisation. (4 marks)
- (b) Describe three drawbacks of using electronic media in communication. (6 marks)
- (c) Explain five roles of managers in an organisation according to Mintzberg. (10 marks)
- (Total: 20 marks)**

### QUESTION FOUR

- (a) Explain five factors that an organisation should consider when designing an organisation structure. (10 marks)
- (b) Describe five requirements of an effective control system. (10 marks)
- (Total: 20 marks)**

### QUESTION FIVE

- (a) (i) Differentiate between "strategic planning" and "tactical planning". (2 marks)
- (ii) Describe five advantages of conducting SWOT analysis during the strategic planning process. (10 marks)
- (b) Explain four reasons why organisations need to conduct employee performance appraisal. (8 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) Highlight four merits of globalisation. (5 marks)
  - (b) Outline five training methods that could be used to train employees in a large manufacturing firm. (5 marks)
  - (c) Analyse five steps involved in the organising process. (10 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Explain five reasons why a company might adopt the policy of filling vacancies in higher jobs from within the organisation. (10 marks)
  - (b) Analyse five potential sources of conflicts among employees in organisations. (10 marks)
- (Total: 20 marks)**
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