



CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 24 May 2018.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

**QUESTION ONE**

- (a) Explain six differences between “management” and “administration”. (6 marks)
- (b) Suggest a suitable organisational structure to implement each of the following strategies:
- (i) Innovation strategy. (2 marks)
- (ii) Cost minimisation strategy. (2 marks)
- (iii) Imitation strategy. (2 marks)
- (c) Discuss four characteristics of a learning organisation. (8 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Examine five ways through which managers might use to promote innovation in an organisation. (10 marks)
- (b) Discuss five elements of a strategic plan. (10 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Discuss four characteristics of effective virtual leadership. (8 marks)
- (b) Summarise three fundamental propositions of the Human Relations Theory of management. (6 marks)
- (c) In most organisations, performance appraisals are undertaken by managers. Suggest three other methods that could be used to measure employees’ performance in an organisation. (6 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) You have been invited as a consultant to assist Vuna Ltd. in restructuring. Advise the management of Vuna Ltd. on the possible risks of the proposed restructuring. (6 marks)
- (b) Explain six objectives of offering fringe benefits to employees by an organisation. (6 marks)
- (c) Discuss four changes that are likely to occur within a group as a result of dysfunctional inter-group conflict. (8 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Evaluate five feed-forward controls for curbing theft by employees in an organisation. (10 marks)
- (b) Discuss five methods that an organisation might use to protect its trade secrets. (10 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) Distinguish between “resource levelling” and “resource smoothing” in project resource management. (4 marks)
  - (b) Explain six objectives of a sales promotion campaign. (6 marks)
  - (c) Customers today are concerned with quality of goods and services.  
Discuss five dimensions of quality. (10 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Explain the term “quality circle”. (2 marks)
  - (b) Assess four decision making situations that might necessitate the use of intuitive approach to decision making. (8 marks)
  - (c) Many organisations are now involved in the sponsorship of social events in the society.  
Evaluate five objectives of social event sponsorship. (10 marks)
- (Total: 20 marks)**
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