

# KASNEB

## CS PART II SECTION 3

### PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 26 May 2016.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

#### QUESTION ONE

- (a) Describe four reasons why management could be regarded as:
- (i) An art. (4 marks)
  - (ii) A science. (4 marks)
  - (iii) A profession. (4 marks)
- (b) Analyse four creative problem solving techniques an entrepreneur could use to develop new ideas. (8 marks)  
**(Total: 20 marks)**

#### QUESTION TWO

- (a) Describe four factors to consider while evaluating the probable consequences of different alternatives during decision making. (4 marks)
- (b) The building up of an organisation structure is an important function of management.
- (i) Define the term "line and staff organisation structure". (2 marks)
  - (ii) Explain six advantages of adopting a line and staff organisation structure. (6 marks)
- (c) Discuss four steps involved in the organising process. (8 marks)  
**(Total: 20 marks)**

#### QUESTION THREE

- (a) Highlight five benefits that could accrue to an organisation from being ISO certified. (5 marks)
- (b) Suggest five measures that an organisation could put in place to ensure effective implementation of policies and strategies. (5 marks)
- (c) Analyse five steps of the strategic planning process. (10 marks)  
**(Total: 20 marks)**

#### QUESTION FOUR

- (a) Production scheduling is an important stage in execution of a production order in a manufacturing company.
- (i) Outline five objectives of setting up a production scheduling system. (5 marks)
  - (ii) Describe five ways in which an organisation could increase the productivity of its manufacturing processes. (5 marks)
- (b) Discuss five philosophies under which an organisation could conduct their marketing activities. (10 marks)  
**(Total: 20 marks)**

#### QUESTION FIVE

- (a) Highlight five key requirements for successful project management. (5 marks)
- (b) (i) Summarise five benefits of benchmarking. (5 marks)
- (ii) Evaluate five types of benchmarking. (10 marks)  
**(Total: 20 marks)**

**QUESTION SIX**

- (a) Suggest four measures that an entrepreneur could put in place to protect enterprise intellectual properties. (4 marks)
  - (b) Describe six benefits that could accrue to an organisation from adopting Just-In-Time (JIT) inventory management and control system. (6 marks)
  - (c) Explain five principles of effective communication. (10 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Describe six non-budgetary control methods that could be used by an organisation. (6 marks)
  - (b) Enumerate six characteristics of classical approach to management. (6 marks)
  - (c) Evaluate four perspectives of the Balanced Scorecard as advanced by David Norton and Robert Kaplan. (8 marks)
- (Total: 20 marks)**
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