

# KASNEB

## CS PART II SECTION 3

### PRINCIPLES AND PRACTICE OF MANAGEMENT

#### PILOT PAPER

September 2015.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

#### QUESTION ONE

- (a) One of the main characteristics of management is that it is a universal activity applicable across public as well as private sector organisations.

With reference to the above statement, discuss the importance of management process to the survival of an organisation. (12 marks)

- (b) Discuss the various levels of management, explaining the significance of each level. (8 marks)  
(Total: 20 marks)

#### QUESTION TWO

- (a) Discuss the basic characteristics of bureaucracy according to Marx Weber. (10 marks)

- (b) Explain the difference between “management” and “leadership”. (10 marks)  
(Total: 20 marks)

#### QUESTION THREE

- (a) Planning is the primary function of management.

Discuss the planning process. (10 marks)

- (b) Decision making is considered as the “heart of management”.

(i) Justifying your argument, explain whether you agree with the above statement. (4 marks)

(ii) Explain the six steps of decision making process. (6 marks)

(Total: 20 marks)

#### QUESTION FOUR

- (a) Explain the rationale for marketing research in an organisation. (8 marks)

- (b) Research results from many organisations indicate that poor delegation is one of the main pitfalls of many managers.

Discuss the benefits that could accrue to the following as a result of delegation:

(i) Organisation. (4 marks)

(ii) Manager. (4 marks)

(iii) Subordinate. (4 marks)

(Total: 20 marks)

#### QUESTION FIVE

- (a) Risk management is a critical responsibility of a manager.

In relation to the above statement, identify any five risk factors in an organisation. (5 marks)

- (b) As a manager, explain the strategies you would use to motivate your staff members and mitigate against staff turnover. (7 marks)
- (c) A good Human Resource Management (HRM) arrangement can make a lot of difference in the output and productivity of employees.

In relation to the above statement, explain the role of HRM in the overall management process. (8 marks)  
**(Total: 20 marks)**

**QUESTION SIX**

- (a) Concerns about ethics and integrity have been growing.

Discuss the ethical challenges facing the public sector today and their causes. (10 marks)

- (b) Discuss the relevance of product-life cycle in management decision making. (10 marks)  
**(Total: 20 marks)**

**QUESTION SEVEN**

- (a) The profile of the workforce all over the world has been changing. This means that managers in organisations are now being called upon to address issues of diversity.

Discuss the benefits of having an effective strategy for managing diversity in organisations. (10 marks)

- (b) Explain how your government through the existing legal framework has tried to address issues of marginalisation in representation and employment. (10 marks)  
**(Total: 20 marks)**
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