



**CS PART II SECTION 3**

**PRINCIPLES AND PRACTICE OF MANAGEMENT**

**THURSDAY: 23 May 2019.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions.**

**ALL questions carry equal marks.**

**QUESTION ONE**

- (a) Human relations theory, developed by Elton Mayo and his assistants is a powerful management tool today.  
With reference to the above statement, analyse four attributes of good human relations in a work place. (8 marks)
- (b) Explain two interactions between planning and controlling. (4 marks)
- (c) Discuss four salient features of William Ouchi's Theory Z. (8 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Conflicts in a project could either lead to destructive or constructive consequences.  
With reference to the above statement, explain four benefits of presence of conflicts in a project. (8 marks)
- (b) Leadership and followership are closely intertwined. Effective followers can shape productive leadership behaviour just as effective leaders develop employees into good followers.  
In the context of the above statement, examine four types of followers as identified by Robert Kelley. (8 marks)
- (c) State four merits of a product based organisational structure. (4 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) List six limitations of Max Weber bureaucratic theory. (6 marks)
- (b) Assess four leadership styles as advanced by Rensis Likert. (8 marks)
- (c) With reference to creativity, explain the following terms:
- (i) Synectics. (3 marks)
- (ii) Delphi technique. (3 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) (i) With reference to functions of management, explain the term "co-ordination". (2 marks)
- (ii) Describe five benefits of effective co-ordination to an organisation. (10 marks)
- (b) Examine four reasons that might lead to resistance of control measures put in place by management. (8 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Highlight four features of a project. (4 marks)
  - (b) Discuss two approaches to decision making. (4 marks)
  - (c) With reference to marketing:
    - (i) Analyse three components of a marketing information system. (6 marks)
    - (ii) Examine three marketing management orientation concepts. (6 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) Analyse five assumptions underlying the systems approach to management. (10 marks)
  - (b) Explain three limitations of rational decision making model. (6 marks)
  - (c) With reference to employee development, explain two differences between coaching and mentorship. (4 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) State seven factors that inhibit entrepreneurial development in your country. (7 marks)
  - (b) Summarise five reasons why project scheduling is important. (5 marks)
  - (c) Discuss four tools which could be used in estimating cost of a project. (8 marks)
- (Total: 20 marks)**
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