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ATD LEVEL II

DCM LEVEL II

PRINCIPLES OF MANAGEMENT

MONDAY: 26 November 2018.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Explain four disadvantages of decentralisation of authority. (4 marks)
- (b) Analyse four roles of a supervisor in an organisation. (8 marks)
- (c) Discuss four contributions of Fredrick Taylor's theory of scientific management. (8 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Highlight four reasons why succession planning is important to an organisation. (4 marks)
- (b) Discuss four objectives of evaluating employees performance in an organisation. (8 marks)
- (c) Suggest four reasons why subordinates could be reluctant to accept delegation of authority. (8 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) State four characteristics of autocratic leadership style. (4 marks)
- (b) With reference to planning:
- (i) Define the term "objective". (2 marks)
- (ii) Analyse four reasons why objectives are important to an organisation. (8 marks)
- (c) Explain six indicators of inadequate controls in an organisation. (6 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Differentiate between "job description" and "job specification". (4 marks)
- (b) Analyse four challenges that could be encountered by subordinates when promoted to managerial positions. (8 marks)
- (c) Discuss four strategies that an organisation could employ to improve employee labour relations. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Summarise four primary skills that an effective manager should possess. (4 marks)
- (b) Analyse four reasons why organisations need to provide fringe benefits to employees. (8 marks)
- (c) With reference to management systems, outline four drawbacks of feedback control. (4 marks)
- (d) Highlight four principles of directing. (4 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Highlight four factors that could lead to a narrow span of control in an organisation. (4 marks)
- (b) (i) Summarise four benefits of strategic planning to an organisation. (4 marks)
- (ii) Explain four factors that could contribute to ineffective planning in an organisation. (4 marks)
- (c) Discuss four reasons why management has been considered as an art. (8 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) Differentiate between “motivation” and “satisfaction”. (4 marks)
- (b) Explain three assumptions underlying Abraham Maslow needs hierarchy theory of motivation. (6 marks)
- (c) Discuss five impacts of information technology on human resource practices. (10 marks)

(Total: 20 marks)

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