



CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

FRIDAY: 27 November 2020.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Highlight seven reasons why management is important in an organisation. (7 marks)
- (b) Explain five merits of the controlling function in an organisation. (5 marks)
- (c) Distinguish between the following terms:
- (i) "Leadership" and "management". (4 marks)
- (ii) "Policy" and "procedure". (4 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Using relevant examples, distinguish between "programmed decisions" and "non-programmed decisions". (4 marks)
- (b) Examine three techniques of group decision making. (6 marks)
- (c) Discuss five characteristics of bureaucratic organisations according to Max Weber. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Abraham Maslow developed the hierarchy of needs.
- Giving practical examples, discuss the application of the five levels of needs in motivating staff in an organisation. (10 marks)
- (b) Analyse five objectives of an induction programme in an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Summarise six components of a marketing plan. (6 marks)
- (b) Evaluate four merits of monitoring and evaluating a project. (8 marks)
- (c) Analyse three sources of power available to a leader. (6 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Distinguish between "tactic plans" and "single use plans". (4 marks)
- (b) Summarise four limitations of management by objectives (MBO). (4 marks)
- (c) Suggest four circumstances that might cause an organisation to have a large span of control. (4 marks)
- (d) Evaluate four advantages of a matrix chart to an organisation. (8 marks)
- (Total: 20 marks)**

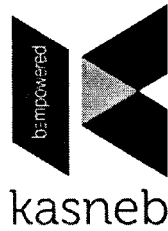
QUESTION SIX

- (a) Explain three advantages and two disadvantages of flexible working hours to an organisation. (5 marks)
 - (b) Argue five cases against the use of monetary incentives to reward employee performance. (5 marks)
 - (c) Discuss five sources of conflict amongst managers in the workplace. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Assess five benefits of intrapreneurship. (5 marks)
 - (b) Outline seven components of a business plan. (7 marks)
 - (c) Highlight eight characteristics of effective teams. (8 marks)
- (Total: 20 marks)**

.....



CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

WEDNESDAY: 27 November 2019.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

(a) Robert Katz identified three types of skills that are essential for successful management.

Discuss these skills.

(6 marks)

(b) Summarise six requirements for an effective feed-forward control system.

(6 marks)

(c) With reference to the path-goal approach to leadership, assess four types of leader behaviour.

(8 marks)

(Total: 20 marks)

QUESTION TWO

(a) Discuss five factors that might trigger innovation and change in an organisation.

(10 marks)

(b) Analyse five factors that might determine the marketing mix chosen by an organisation.

(10 marks)

(Total: 20 marks)

QUESTION THREE

(a) (i) Explain the term "virtual organisation".

(2 marks)

(ii) Analyse four attributes of a virtual organisation.

(8 marks)

(b) The planning department of Inua Ltd. has identified environmental changes which might affect the company in the next five years.

These changes are as follows:

1. Barriers on transfer of goods and services across national boundaries within the Eastern African Community will be removed.
2. As a result of the removal of the barriers, Inua Ltd.'s competitors will be doubled from five to ten.
3. Inua Ltd.'s market will be tripled in size.
4. Changes in consumer demand will be more frequent and rapid.
5. Customers and regulatory agencies will communicate in languages other than English.

Required:

Describe five ways in which these environmental changes might affect:

(i) The managers.

(5 marks)

(ii) The subordinates.

(5 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Negative emotions in a workplace might lead to chaos and discontentment.
Describe four strategies that could be employed to regulate negative emotions in a workplace. (4 marks)
 - (b) Distinguish between “linear thinking style” and “non-linear thinking style”. (4 marks)
 - (c) Analyse six problem solving skills which are essential for decision making. (6 marks)
 - (d) Summarise six circumstances under which an organisation might consider a price review for its products. (6 marks)
- (Total: 20 marks)**

QUESTION FIVE

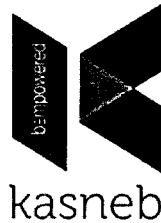
- (a) Examine five benefits that may accrue to an organisation from conducting exit interviews. (10 marks)
 - (b) Evaluate five contributions of behaviourists in the development of management thought. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Outline four components of a project charter. (4 marks)
 - (b) Analyse four benefits of using the Critical Path Method (CPM) as a control tool in project management. (8 marks)
 - (c) Evaluate four barriers that might hinder effective delegation in an organisation. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Highlight five ways in which an organisation could safeguard the privacy of the Human Resource Information System (HRIS). (5 marks)
 - (b) Explain the McKinsey 7-S management model. (7 marks)
 - (c) Analyse four similarities between F. W. Taylor and Henry Fayol theories of management. (8 marks)
- (Total: 20 marks)**
-



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

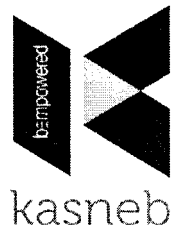
- (a) Highlight four features of a project. (4 marks)
 - (b) Discuss two approaches to decision making. (4 marks)
 - (c) With reference to marketing:
 - (i) Analyse three components of a marketing information system. (6 marks)
 - (ii) Examine three marketing management orientation concepts. (6 marks)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



CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 29 November 2018.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) (i) Explain five activities that a manager should undertake as part of his informational role in an organisation. (5 marks)
- (ii) Outline five traits of a manager that might limit efficiency in performance of duties in an organisation. (5 marks)
- (b) Suggest four ways of carrying out employees' training needs assessment. (4 marks)
- (c) Discuss the circumstances under which it would be appropriate to use the following types of interviews:
- (i) Stress interview. (2 marks)
- (ii) Non-directive interview. (2 marks)
- (iii) Situational interview. (2 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Radi Ltd. intends to transform its organisational structure into a matrix design.

Required:

- Analyse five benefits that might accrue to the company from adopting the new structure. (5 marks)
- (b) Summarise five indicators of low employee morale. (5 marks)
- (c) With reference to motivation, discuss five reasons why open book management is beneficial to an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Distinguish between "project planning" and "project scheduling". (4 marks)
- (b) Explain the following approaches to planning:
- (i) Top-down approach. (2 marks)
- (ii) Composite approach. (2 marks)
- (iii) Bottom-up approach. (2 marks)
- (iv) Team approach. (2 marks)
- (c) Citing four reasons, justify why some of the principles of management advocated by Henry Fayol are redundant in modern organisations. (8 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Justify five reasons why some entrepreneurs might be reluctant to use venture capital to finance the growth of their business. (10 marks)
 - (b) Evaluate five managerial control techniques that might be used by an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

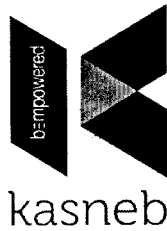
- (a) Analyse five biases and errors that managers might make during the decision making process. (10 marks)
 - (b) Discuss five factors that a marketing team could consider when selecting an advertising media for an international market. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Summarise five issues that might be discussed in a project review meeting between the contractor and the project owner. (5 marks)
 - (b) Explain five reasons that might lead to firms adopting the use of robots in their manufacturing plants. (5 marks)
 - (c) Discuss five stages of drawing up a business continuity plan. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a)
 - (i) Define the term “innovation diffusion”. (2 marks)
 - (ii) Describe the four steps followed in innovation diffusion process. (8 marks)
 - (b) Examine five factors that could contribute to the success of new product development. (10 marks)
- (Total: 20 marks)**
-



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)**
-



CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 30 November 2017.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Explain the following views of conflict in an organisation:
- (i) Traditional view. (2 marks)
 - (ii) Human relation view. (2 marks)
 - (iii) Interactionist view. (2 marks)
- (b) Analyse eight assumptions underlying classical theory of management. (8 marks)
- (c) Evaluate three steps that an entrepreneur might take before engaging in an online business venture. (6 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Describe five strategic activities of top management in an organisation. (10 marks)
- (b) W. Edwards Deming came up with the 14-point philosophy to total quality approach. Highlight ten points of this philosophy. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) With the aid of a diagram, explain the management by objectives (MBO) model. (6 marks)
- (b) Discuss three modern approaches to decision making under uncertainty. (6 marks)
- (c) Before an organisation begins a project, a baseline survey should be carried out. Examine four reasons for carrying out a baseline survey. (8 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Outline six reasons why pre-employment background investigation is important. (6 marks)
- (b) (i) Explain the term "empowerment". (2 marks)
- (ii) Describe four reasons why employee empowerment might not be easily embraced by organisations. (4 marks)
- (c) Discuss four components of holistic marketing. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Examine five environmental factors that an entrepreneur might consider before starting a new venture. (10 marks)
 - (b) Evaluate five advantages of niche marketing to an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain five reasons why an organisation might take a long time to implement the ISO quality management system. (5 marks)
 - (b) (i) Define the term “mainstreaming”. (2 marks)
 - (ii) Highlight three types of mainstreaming that organisations emphasise on. (3 marks)
 - (c) Discuss five reasons that might cause some projects in developing countries to end before completing their life cycle. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Discuss five benefits of a functional structure in an organisation. (10 marks)
 - (b) Peter Mwenda is a manager in a busy organisation. He is required to make critical decisions on behalf of the organisation.

Suggest five decisions that he might need to make during planning. (5 marks)
 - (c) Identify five biases that could compromise the decision making process. (5 marks)
- (Total: 20 marks)**
-

KASNEB

CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 25 May 2017.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Analyse three types of skills that managers must possess in order to perform their tasks. (6 marks)
- (b) (i) Describe four alternative approaches to rational decision making. (4 marks)
- (ii) Evaluate five challenges encountered in applying the rational decision making model. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) With reference to selection interviews, distinguish between "closed questions" and "open-ended questions". (4 marks)
- (b) Discuss six measures that a chairperson could put in place in order to maintain control during an interview. (6 marks)
- (c) Yogi Ltd. have recently launched a new brand of chocolate flavoured ice cream. The marketing manager has sought your advice on how to advertise the product.
- Advise the marketing manager on five factors to consider in selecting the advertising media. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) (i) Summarise five functions of controls in an organisation. (5 marks)
- (ii) Analyse five limitations of using budgets as control tools. (5 marks)
- (b) You have been selected as the project manager to implement a long-term agricultural project in arid and semi-arid lands financed by the World Bank.
- Evaluate five measures you could put in place to ensure project sustainability. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Describe the four classifications of the planning premises. (8 marks)
- (b) (i) Explain the term "social entrepreneurship". (2 marks)
- (ii) Discuss five functions of social entrepreneurship in the society. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Directing as a function of management operates on various principles.
- Analyse five of these principles. (10 marks)
- (b) Discuss five limitations of William Ouchi's Theory Z of motivation. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Describe four features associated with systems approach to management. (4 marks)
 - (b) Explain the following concepts as used in inventory management:
 - (i) Pipeline inventory. (2 marks)
 - (ii) Re-order point. (2 marks)
 - (iii) Anticipation inventory. (2 marks)
 - (c) Evaluate five reasons why it is important for an organisation to undertake inventory management. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Discuss five steps in determining “one best way” of performing a job as stipulated by Fredrick Taylor. (10 marks)
- (b) Ray Collections Ltd. is a company that sells various types of clothing and accessories. Their marketing manager has approached you and asked you to advise them on how they could segment their market.

Advise the marketing manager on five methods of market segmentation that Ray Collections Ltd. could use. (10 marks)

(Total: 20 marks)

.....

KASNEB

CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 24 November 2016.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Explain the following terms:
- (i) Value chain. (2 marks)
 - (ii) Chain management. (2 marks)
- (b) Evaluate four barriers to the effective implementation of value chain management in an organisation. (8 marks)
- (c) Analyse four environmental trends which could be crucial in creating a business opportunity. (8 marks)
- Total: 20 marks)**

QUESTION TWO

- (a) Highlight four disadvantages of conducting selection interviews online. (4 marks)
- (b) Discuss four characteristics of bureaucratic organisations. (8 marks)
- (c) (i) Define the concept of "management by objectives". (2 marks)
- (ii) Explain three advantages an organisation could gain from adopting management by objectives approach. (6 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Jones Kali has been appointed to head an organisation which had been recording poor performance for the past ten years.
- Required:**
- (i) Explain six leadership strategies that Jones Kali could use to improve performance of employees in the organisation. (6 marks)
 - (ii) Highlight four circumstances that might require Jones Kali to use autocratic leadership style. (4 marks)
- (b) Analyse five human resource planning approaches an organisation could use to forecast future staffing needs. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Summarise four factors a manager might consider when designing an organisation's operations layout. (4 marks)
- (b) Describe four buyer-behaviour variables which a marketer could consider when segmenting a market. (8 marks)
- (c) In relation to project risk mitigation, explain the following terms:
- (i) Risk avoidance. (2 marks)
 - (ii) Risk buffering. (2 marks)
- (d) Highlight four uses of risk mitigation plans. (4 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Highlight six objectives of implementing a balanced scorecard strategy in an organisation. (6 marks)
 - (b) Explain the following concepts:
 - (i) Forward looking control. (2 marks)
 - (ii) Management by exception. (2 marks)
 - (c) Describe five benefits an organisation could accrue from using return on investment (ROI) as a measure of corporate performance. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain four benefits that an organisation could accrue from maintaining long-term relations with customers. (4 marks)
 - (b) Justify four conditions which might cause an organisation to use virtual teams to enhance work performance. (8 marks)
 - (c) Discuss four challenges an organisation could encounter by adopting a functional organisation structure. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Explain four ways in which transformational leaders create a captivating vision. (4 marks)
 - (b) Describe three techniques of group decision making. (6 marks)
 - (c) Analyse five strategies of overcoming barriers that could hinder effective implementation of strategic planning. (10 marks)
- (Total: 20 marks)**
-

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)**
-

KASNEB

CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 26 November 2015.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) The classical writers placed emphasis on the definition of structure, focused on the requirements of the formal organisation and searched for a common set of principles applicable in all circumstances.

Analyse five principles of organising as propagated by Lyndall Urwick. (10 marks)

- (b) Evaluate five ways in which management could use Abraham Maslow's hierarchy of needs theory to motivate employees. (10 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Makunda Diaries Ltd. has identified a need in the market which it seeks to satisfy through a new product.

Assess five factors that might contribute to the success of a new product in this market. (10 marks)

- (b) With the aid of a well labelled matrix, evaluate four alternative strategies that a firm could adopt as a portfolio framework as advanced by Boston Consulting Group (BCG). (10 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Explain five advantages of using network analysis as a tool of planning and controlling complex projects. (5 marks)

- (b) Analyse five roles of a matrix organisational structure in project management. (5 marks)

- (c) A budget is one of the tools of control in an organisation.

Describe five types of budgets prepared during the budgeting process. (10 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Describe four benefits of a business plan to an organisation. (4 marks)

- (b) Entrepreneurial management is distinct from traditional management in several dimensions.

Evaluate four dimensions which distinguish entrepreneurial management from traditional management of firms. (8 marks)

- (c) The manager is frequently faced with the task of introducing change in the organisation.

Explain four factors that could cause a need for change and innovation in an organisation. (8 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) Evaluate three circumstances which could justify the adoption of the following types of production:

(i) Batch production. (3 marks)

(ii) Flow/mass production. (3 marks)

- (b) Describe eight benefits that could accrue to an organisation from implementing a computer aided design and computer aided manufacturing system (CAD/CAM). (8 marks)
- (c) Explain six requirements for successful implementation of total quality management (TQM) in an organisation. (6 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) (i) Explain two differences between “programmable decisions” and “non-programmable decisions”. (4 marks)
- (ii) Analyse six steps in the decision making process. (12 marks)
- (b) Forecasting involves accurately predicting future events.
- Describe four difficulties managers could encounter when forecasting. (4 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Explain four roles played by a human resource manager in the recruitment process. (4 marks)
- (b) (i) Distinguish between “classical theories of management” and “neo classical theories of management”. (4 marks)
- (ii) Analyse six contributions of Max Weber’s bureaucracy theory to the study of management. (12 marks)
- (Total: 20 marks)**
-

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)
-