



**ATD LEVEL II**

**DCM LEVEL II**

**PRINCIPLES OF MANAGEMENT**

**MONDAY: 23 November 2020.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions.**

**ALL questions carry equal marks.**

**QUESTION ONE**

- (a) Summarise eight general duties of a supervisor. (8 marks)
- (b) Discuss eight non-monetary incentives that could be offered to employees. (8 marks)
- (c) Explain McGregor's:
  - (i) Theory X. (2 marks)
  - (ii) Theory Y. (2 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) Propose three ways in which the principle of "esprit de corps" has benefitted organisations today. (6 marks)
- (b) Explain two skills required by top level management. (2 marks)
- (c) Summarise four advantages of geographical organisation structure to a business entity. (8 marks)
- (d) Management is viewed as a profession. Outline four basic requirements of a profession. (4 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Highlight six benefits of quality controls in a manufacturing entity. (6 marks)
- (b) Suggest four ways an organisation would benefit from participating in corporate social responsibility. (4 marks)
- (c) Explain five principles of coordination in management as advocated by Mary Parker Follet. (10 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Explain five challenges faced by managers in carrying out the planning function. (10 marks)
- (b) The directing function involves issuing orders and instructions to subordinates.

Describe five ways in which a manager could ensure the effectiveness of his orders. (10 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) Explain six benefits that would accrue to an organisation from carrying out employee performance appraisals. (12 marks)
- (b) Highlight four essentials of a good training program for employees in an organisation. (8 marks)

**(Total: 20 marks)**



**QUESTION SIX**

- (a) Highlight six factors that could be taken into account to ensure that delegated authority matches assigned responsibility. (6 marks)
  - (b) Identify six features of a good policy. (6 marks)
  - (c) With reference to supervision:
    - (i) Discuss four objectives of supervising employees. (4 marks)
    - (ii) Identify four methods that may be used to supervise employees. (4 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Explain five circumstances under which an organisation may find it necessary to adopt a wide span of control. (10 marks)
  - (b) Highlight five ways in which modern day managers could benefit from the behavioural approach to management. (5 marks)
  - (c) Outline five measures that could be taken to ensure flexibility in a bureaucratic organisation. (5 marks)
- (Total: 20 marks)**

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