KASNEB
ATD LEVEL II
DCM LEVEL II
PRINCIPLES OF MANAGEMENT

TUESDAY: 17 November 2015.

Time Allowed: 3 hours.
ALL questions carry equal marks.

Answer any FIVE questions.

QUESTION ONE
(a) Management can be regarded as a science, an art or a profession. Highlight four features of management as a profession. (4 marks)
(b) Explain four consequences of low motivation amongst employees in an organisation. (8 marks)
(c) Distinguish between the following:
   (i) "Job description" and "job specification". (4 marks)
   (ii) "Laissez faire leader" and "autocratic leader". (4 marks)
   (Total: 20 marks)

QUESTION TWO
(a) Explain the following principles of management as advocated by Henri Fayol:
   (i) Espirit de Corps. (2 marks)
   (ii) Equity. (2 marks)
   (iii) Division of work. (2 marks)
   (b) Suggest four economic factors that could affect the operations of a multinational company. (8 marks)
   (c) Outline three advantages and three disadvantages of group approach to decision making. (6 marks)
   (Total: 26 marks)

QUESTION THREE
(a) Enumerate four factors that could affect the span of control in an organisation. (4 marks)
(b) Describe three drawbacks of using electronic media in communication. (6 marks)
(c) Explain five roles of managers in an organisation according to Mintzberg. (10 marks)
   (Total: 20 marks)

QUESTION FOUR
(a) Explain five factors that an organisation should consider when designing an organisation structure. (10 marks)
(b) Describe five requirements of an effective control system. (10 marks)
   (Total: 20 marks)

QUESTION FIVE
(a) (i) Differentiate between "strategic planning" and "tactical planning". (2 marks)
   (ii) Describe five advantages of conducting SWOT analysis during the strategic planning process. (10 marks)
   (b) Explain four reasons why organisations need to conduct employee performance appraisal. (8 marks)
   (Total: 20 marks)

AD22 & CD22 Page 1
Out of 2
QUESTION SIX
(a) Highlight four merits of globalisation. (5 marks)
(b) Outline five training methods that could be used to train employees in a large manufacturing firm. (5 marks)
(c) Analyse five steps involved in the organising process. (10 marks)
(Total: 20 marks)

QUESTION SEVEN
(a) Explain five reasons why a company might adopt the policy of filling vacancies in higher jobs from within the organisation. (10 marks)
(b) Analyse five potential sources of conflicts among employees in organisations. (10 marks)
(Total: 20 marks)