KASNEB
ATD LEVEL II
DCM LEVEL II
PRINCIPLES OF MANAGEMENT


Answer any FIVE questions.

ALL questions carry equal marks.

**QUESTION ONE**
(a) Highlight the specific roles that fall under the following broad roles of a manager according to Henry Mintzberg:
   (i) Interpersonal roles. (3 marks)
   (ii) Informational roles. (3 marks)
   (iii) Decisional roles. (4 marks)
(b) Discuss five criticisms against the Hawthorne experiments conducted by Elton Mayo. (10 marks)
   (Total: 20 marks)

**QUESTION TWO**
(a) Explain the following terms as used in modern management:
   (i) Green movement. (2 marks)
   (ii) Gender mainstreaming. (2 marks)
(b) Describe four steps of the control process. (8 marks)
(c) Discuss four challenges that could face managers working in multinational corporations. (8 marks)
   (Total: 20 marks)

**QUESTION THREE**
(a) (i) Distinguish between “lay-off” and “dismissal”. (4 marks)
   (ii) Highlight four fair grounds for dismissal and four unfair grounds for dismissal of employees. (8 marks)
(b) Many organisations have taken up the use of social media platforms as a method of communication within the organisation.
   Analyse four advantages and four disadvantages of social media use within an organisation. (8 marks)
   (Total: 20 marks)

**QUESTION FOUR**
(a) Examine five reasons for the increase in the use of e-recruitment in modern organisations. (10 marks)
(b) Discuss five reasons why it is important to involve employees in the planning process. (10 marks)
   (Total: 20 marks)

**QUESTION FIVE**
(a) Highlight six functions of a good mentor. (6 marks)
(b) During the introduction of a computer-based management information system in an organisation, employees may resist change.
   Explain six strategies that the management could use to minimise resistance to change by employees. (6 marks)
(c) Analyse four differences between mechanistic and organic organisations. (8 marks)
   (Total: 20 marks)

AD22 & CD22 Page 1
Out of 2
QUESTION SIX
(a) Suggest five ways in which jobs could be enriched. (5 marks)
(b) State five hygiene factors in the Herzberg theory of motivation. (5 marks)
(c) Explain five characteristics of strategic decisions. (10 marks)

(Total: 20 marks)

QUESTION SEVEN
(a) Analyse five demerits of a narrow span of control in an organisation. (10 marks)
(b) Discuss five non-budgetary controls that could be used in an organisation. (10 marks)

(Total: 20 marks)