

KASNEB

ATD LEVEL II

DCM LEVEL II

PRINCIPLES OF MANAGEMENT

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MONDAY: 22 May 2017.

Time Allowed: 3 hours.

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)**

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)**
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