ATD LEVEL II
DCM LEVEL II

PRINCIPLES OF MANAGEMENT

MONDAY: 21 May 2018.

Answer any FIVE questions.

Time Allowed: 3 hours.

ALL questions carry equal marks.

QUESTION ONE
(a) Outline four benefits of the principle of equity to the employees in an organisation. (4 marks)
(b) Highlight six roles of middle level managers in an organisation. (6 marks)
(c) Discuss five measures that a manager might take in order to overcome barriers to planning. (10 marks)

(Total: 20 marks)

QUESTION TWO
(a) Describe four functions of management as advanced by Henry Fayol. (4 marks)
(b) State three factors that might hinder effective achievement of co-ordination in an organisation. (3 marks)
(c) Suggest five ways in which organising could enhance administrative efficiency in an organisation. (5 marks)
(d) Explain four benefits an employee could derive from attending a training in an organisation. (8 marks)

(Total: 20 marks)

QUESTION THREE
(a) Describe four characteristics of bureaucracy. (8 marks)
(b) Evaluate six contributions of behavioural approach to modern management. (12 marks)

(Total: 20 marks)

QUESTION FOUR
(a) Organisations use the acronym “SMART” to describe the characteristics of good objectives.

Explain the meaning of the acronym SMART. (5 marks)

(b) In relation to organisation strategic plans:

(i) Define the term “mission statement”. (2 marks)
(ii) Summarise five components of a good mission statement. (5 marks)

(c) Analyse four assumptions of Theory Y as proposed by Douglas McGregor. (8 marks)

(Total: 20 marks)

QUESTION FIVE
(a) Distinguish between “visionary leadership” and “charismatic leadership”. (4 marks)
(b) Highlight eight basic steps of organising. (8 marks)
(c) Describe four guidelines to active listening. (8 marks)

(Total: 20 marks)

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QUESTION SIX
(a) Analyse five advantages of using budgets as a control tool. (10 marks)
(b) Examine five types of interviews that could be used for selection of employees. (10 marks)
(Total: 20 marks)

QUESTION SEVEN
(a) Explain the circumstances that could justify the adoption of each of the following production methods:
   (i) Jobbing production. (2 marks)
   (ii) Batch production. (2 marks)
   (iii) Flow/Mass production. (2 marks)
(b) Suggest three ways that employees may use to justify unethical behaviour in an organisation. (6 marks)
(c) Outline eight duties of corporate social responsibility that an organisation has towards its customers. (8 marks)
(Total: 20 marks)