ATD LEVEL II

DCM LEVEL II

PRINCIPLES OF MANAGEMENT

MONDAY: 26 November 2018.

Answer any FIVE questions.

QUESTION ONE
(a) Explain four disadvantages of decentralisation of authority. (4 marks)
(b) Analyse four roles of a supervisor in an organisation. (8 marks)
(c) Discuss four contributions of Fredrick Taylor's theory of scientific management. (8 marks Total: 20 marks)

QUESTION TWO
(a) Highlight four reasons why succession planning is important to an organisation. (4 marks)
(b) Discuss four objectives of evaluating employees performance in an organisation. (8 marks)
(c) Suggest four reasons why subordinates could be reluctant to accept delegation of authority. (8 marks Total: 20 marks)

QUESTION THREE
(a) State four characteristics of autocratic leadership style. (4 marks)
(b) With reference to planning:
(i) Define the term “objective”. (2 marks)
(ii) Analyse four reasons why objectives are important to an organisation. (8 marks)
(c) Explain six indicators of inadequate controls in an organisation. (6 marks Total: 20 marks)

QUESTION FOUR
(a) Differentiate between “job description” and “job specification”. (4 marks)
(b) Analyse four challenges that could be encountered by subordinates when promoted to managerial positions. (8 marks)
(c) Discuss four strategies that an organisation could employ to improve employee labour relations. (8 marks Total: 20 marks)

QUESTION FIVE
(a) Summarise four primary skills that an effective manager should possess. (4 marks)
(b) Analyse four reasons why organisations need to provide fringe benefits to employees. (8 marks)
(c) With reference to management systems, outline four drawbacks of feedback control. (4 marks Total: 20 marks)
(d) Highlight four principles of directing. (4 marks)

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

AD22 & CD22 Page 1
Out of 2
QUESTION SIX
(a) Highlight four factors that could lead to a narrow span of control in an organisation. (4 marks)

(b) (i) Summarise four benefits of strategic planning to an organisation. (4 marks)
(ii) Explain four factors that could contribute to ineffective planning in an organisation. (4 marks)

(c) Discuss four reasons why management has been considered as an art. (8 marks)
(Total: 20 marks)

QUESTION SEVEN
(a) Differentiate between “motivation” and “satisfaction”. (4 marks)

(b) Explain three assumptions underlying Abraham Maslow needs hierarchy theory of motivation. (6 marks)

(c) Discuss five impacts of information technology on human resource practices. (10 marks)
(Total: 20 marks)