KASNEB

ATD LEVEL II

DCM LEVEL II

PRINCIPLES OF MANAGEMENT

PILOT PAPER

September 2015.

Answer any FIVE questions.

ALL questions carry equal marks.

TIME ALLOWED: 3 hours.

QUESTION ONE
(a) Explain any five principles of management as advanced by Henry Fayol that are valid today. (10 marks)
(b) Define the term "management by objectives" and state its benefits. (5 marks)
(c) Explain the organisational resources that are at the disposal of managers. (5 marks)
(Total: 20 marks)

QUESTION TWO
(a) Define planning and briefly explain why it is crucial to the management process. (8 marks)
(b) Explain the various steps in the planning process. (6 marks)
(c) Illustrate the types of challenges managers encounter during the planning process. (6 marks)
(Total: 20 marks)

QUESTION THREE
(a) Distinguish between "authority" and "responsibility". (4 marks)
(b) Explain the benefits of effective delegation. (10 marks)
(c) Explain the theory of "Maslow's hierarchy of needs". (6 marks)
(Total: 20 marks)

QUESTION FOUR
(a) Explain why supervisors or first line managers are key to success of an organisation. (10 marks)
(b) Illustrate the merits and demerits of autocratic style or approach to management. (5 marks)
(c) (i) Explain the term "leadership". (... marks)
(ii) Describe any five qualities of a good leader. (5 marks)
(Total: 20 marks)

QUESTION FIVE
(a) Distinguish between "formal" and "informal" organisations. (5 marks)
(b) Explain the meaning of line and staff organisation. (5 marks)
(c) Briefly explain the concept of span of control in reference to an organisation. (10 marks)
(Total: 20 marks)

QUESTION SIX
(a) Explain the benefits of having internal systems of control to an organisation. (8 marks)
(b) Illustrate the significance of control function in the entire management. (6 marks)
(c) Explain the benefits of budgeting as a control tool. (6 marks)
(Total: 20 marks)
QUESTION SEVEN
(a) Explain the significance of a human resource department in an organisation. (10 marks)
(b) Illustrate the purpose and benefit of a performance appraisal system. (5 marks)
(c) Explain the concept of performance contracting and its benefits. (5 marks)

(Total: 20 marks)