



ATD LEVEL II

DCM LEVEL II

PRINCIPLES OF MANAGEMENT

MONDAY: 30 August 2021.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Summarise three planning skills that are essential to a manager. (6 marks)
- (b) (i) Define “job analysis”. (2 marks)
- (ii) Highlight four steps involved in conducting a job analysis. (4 marks)
- (c) Explain four benefits derived from the scientific approach to management. (8 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Identify six steps involved in the process of organising function. (6 marks)
- (b) Highlight five advantages of off-the-job training. (5 marks)
- (c) Outline six reasons why an organisation could choose to centralise authority. (6 marks)
- (d) Enumerate three factors that are considered in decision-making. (3 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Analyse four measures that the management of an organisation could put in place to ensure effective implementation of organisational policies. (8 marks)
- (b) Describe four assumptions which underlie neo-classical approach to management. (8 marks)
- (c) Highlight four functions of top-level management in an organisation. (4 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Analyse five factors that affect the span of control. (10 marks)
- (b) In the context of organising function:
- (i) Define an organisation structure. (2 marks)
- (ii) Explain four forms of organisational structures. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Explain five characteristics of management. (10 marks)
- (b) Analyse five factors that could hinder a manager from effectively exercising authority. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) List six factors that might influence the kind of compensation that is offered to employees in an organisation. (6 marks)
 - (b) Explain five ways in which a good control system contributes to the success of an organisation. (10 marks)
 - (c) State four techniques that could be used by interviewers to improve the interview process. (4 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Outline six measures that a manager should adopt to ensure effective delegation. (6 marks)
 - (b) Explain the following types of decisions:
 - (i) Strategic decisions. (2 marks)
 - (ii) Operating decisions. (2 marks)
 - (c) McGregor's Theory "Y" is one of the traditional theories of management philosophy. Summarise five assumptions of this theory. (10 marks)
- (Total: 20 marks)**

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