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ATD LEVEL II

DCM LEVEL II

PRINCIPLES OF MANAGEMENT

MONDAY: 17 May 2021.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Explain six objectives of management in a business entity. (6 marks)
- (b) Analyse three principles of Fredrick W. Taylor's scientific approach to management. (6 marks)
- (c) In the context of organising function, distinguish between delegation and decentralisation. (4 marks)
- (d) List four elements of directing as a function of management. (4 marks)

(Total: 20 marks)

QUESTION TWO

- (a) (i) Define the term "staffing". (2 marks)
- (ii) Explain three characteristics of the staffing function in an organisation. (6 marks)
- (b) Explain the following types of interviews:
- (i) Stress interview. (2 marks)
- (ii) Structured interview. (2 marks)
- (iii) Qualitative interview. (2 marks)
- (c) Examine three methods of employee performance appraisal in an organisation. (6 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Outline four characteristics of a functional organisational structure. (4 marks)
- (b) Summarise three characteristics of decision making process under certainty. (6 marks)
- (c) Analyse five categories of limitations of authority. (10 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) In relation to the nature of management, explain the following:
- (i) Management as being multidisciplinary. (2 marks)
- (ii) Universality of management. (2 marks)
- (iii) Management as being intangible. (2 marks)
- (iv) Management as an activity. (2 marks)

- (b) Summarise three measures that management should take to ensure effective implementation of plans. (6 marks)
- (c) (i) Highlight four purposes of planning in an organisation. (4 marks)
- (ii) Setting goals is part of effective planning. List down two characteristics of well-written goals. (2 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Explain three reasons why conceptual skills are important to the top management. (6 marks)
- (b) Evaluate four bases of departmentation in an organisation. (8 marks)
- (c) Suggest three disadvantages of personal observation as a method of control. (6 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) In the context of leadership styles, list three features of each of the following:
- (i) Authoritarian leadership style. (3 marks)
- (ii) Democratic leadership style. (3 marks)
- (b) Explain four decisional roles a manager is expected to handle according to Henry Mintzberg. (8 marks)
- (c) Summarise three ways in which information technology has enhanced managerial decision making. (6 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Henri Fayol often referred to "as the father of modern management" states that all activities that occur in business organisations can be divided into six main groups.

Required:

- Examine the six groups identified by Henri Fayol. (12 marks)
- (b) Highlight four main features of bureaucracy. (4 marks)
- (c) List four characteristics of effective control systems. (4 marks)
- (Total: 20 marks)**
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