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ATD LEVEL II

DCM LEVEL II

PRINCIPLES OF MANAGEMENT

TUESDAY: 26 November 2019.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Highlight four factors to consider while selecting a workshop venue. (4 marks)
- (b) Explain six principles of organising. (6 marks)
- (c) Discuss five reasons why it is important for a manager to possess effective managerial skills. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Explain four factors that could contribute to effective implementation of a strategic plan in an organisation. (4 marks)
- (b) Analyse four strategies which a human resource manager could use to minimise human resource conflicts in an organisation. (8 marks)
- (c) In the context of decision making, suggest four challenges that could be faced by managers. (8 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Summarise four characteristics of an organic organisational structure. (4 marks)
- (b) Analyse four reasons why appraisal techniques could fail to achieve their intended objectives. (8 marks)
- (c) Discuss four measures which management could put in place to ensure effective planning in an organisation. (8 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) There is an increasing number of aging workforce in many organisations all over the world:
- (i) Suggest four factors that could have contributed to this trend. (8 marks)
- (ii) Discuss four reasons why organisations could prefer to hire older employees than younger employees. (8 marks)
- (b) Highlight four benefits that could accrue to an organisation from reduced management levels. (4 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) With reference to the control function:
- (i) Outline four modern control techniques in management. (4 marks)
- (ii) Suggest five reasons why a budgetary control system is important in an organisation. (10 marks)
- (b) Summarise three differences between "power" and "authority". (6 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Outline four reasons why organisations require good leadership. (4 marks)
 - (b) Analyse four on-the-job training methods that could be used to improve employees' work performance. (8 marks)
 - (c) Justify four reasons why management is considered a profession. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) (i) Define the term "extrinsic rewards". (2 marks)
 - (ii) Describe five types of extrinsic rewards that could be given to employees in an organisation. (10 marks)
 - (b) Analyse four ways in which a manager could apply the scientific approach to management at the workplace. (8 marks)
- (Total: 20 marks)**
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