

KASNEB

ATD LEVEL II

DCM LEVEL II

PRINCIPLES OF MANAGEMENT

PILOT PAPER

September 2015.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

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)**
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