



CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

FRIDAY: 27 November 2020.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Highlight seven reasons why management is important in an organisation. (7 marks)
- (b) Explain five merits of the controlling function in an organisation. (5 marks)
- (c) Distinguish between the following terms:
- (i) "Leadership" and "management". (4 marks)
- (ii) "Policy" and "procedure". (4 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Using relevant examples, distinguish between "programmed decisions" and "non-programmed decisions". (4 marks)
- (b) Examine three techniques of group decision making. (6 marks)
- (c) Discuss five characteristics of bureaucratic organisations according to Max Weber. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Abraham Maslow developed the hierarchy of needs.
Giving practical examples, discuss the application of the five levels of needs in motivating staff in an organisation. (10 marks)
- (b) Analyse five objectives of an induction programme in an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Summarise six components of a marketing plan. (6 marks)
- (b) Evaluate four merits of monitoring and evaluating a project. (8 marks)
- (c) Analyse three sources of power available to a leader. (6 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Distinguish between "tactic plans" and "single use plans". (4 marks)
- (b) Summarise four limitations of management by objectives (MBO). (4 marks)
- (c) Suggest four circumstances that might cause an organisation to have a large span of control. (4 marks)
- (d) Evaluate four advantages of a matrix chart to an organisation. (8 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain three advantages and two disadvantages of flexible working hours to an organisation. (5 marks)
 - (b) Argue five cases against the use of monetary incentives to reward employee performance. (5 marks)
 - (c) Discuss five sources of conflict amongst managers in the workplace. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Assess five benefits of intrapreneurship. (5 marks)
 - (b) Outline seven components of a business plan. (7 marks)
 - (c) Highlight eight characteristics of effective teams. (8 marks)
- (Total: 20 marks)**
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