



CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 2 September 2021.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Identify five justifications of management as a science. (5 marks)
- (b) Analyse four applications of bureaucratic theory in modern management. (8 marks)
- (c) Explain seven benefits of recruiting employees internally. (7 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Analyse four leadership styles developed by Hersey and Blanchard. (8 marks)
- (b) Highlight five objectives of marketing research. (5 marks)
- (c) Summarise four ways in which managers apply scientific theory of management in organisations. (4 marks)
- (d) List three features of a project. (3 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Analyse three categories of the ten roles as proposed by Henry Mintzberg. (6 marks)
- (b) Evaluate the four steps that managers should take to set up control systems. (8 marks)
- (c) Discuss six barriers to communication that managers encounter while discharging their duties. (6 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Propose five ways in which the management could increase creativity and innovation in their organisation. (10 marks)
- (b) In the context of management functions:
- (i) Explain the term “planning”. (2 marks)
- (ii) Examine four external limitations of planning. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Examine five competing concepts under which organisations conduct marketing activities. (10 marks)
- (b) Distinguish between “entrepreneurial ventures” and “small businesses”. (4 marks)
- (c) Describe six steps of the project planning process. (6 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Analyse six criticisms that are labelled against the classical theory of management. (12 marks)
 - (b) Evaluate four circumstances under which it could be appropriate for a manager to use written communication. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Organisations incur heavy financial expenditure to carry out the planning function. Appraise five reasons that justify such expenditure. (10 marks)
 - (b) Tawa Limited has adopted a matrix organisation structure. Propose five reasons that might have influenced this decision. (5 marks)
 - (c) There are certain shortcomings that are associated with the use of committees in decision making. List five such shortcomings. (5 marks)
- (Total: 20 marks)**

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