



kasneb

CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 20 May 2021.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Discuss five ways in which a manager could create harmonious relations with stakeholders. (10 marks)
- (b) Discuss five limitations of bureaucracy in organisations. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Employee turnover could prove costly to an organisation.
Recommend five strategies that an organisation could adopt to enhance employee retention. (10 marks)
- (b) Highlight four psychological factors which could motivate an individual to become an entrepreneur. (4 marks)
- (c) Citing relevant examples, explain three types of needs as advanced by the McClelland human motivation theory. (6 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) (i) Define contingency theory of leadership. (2 marks)
- (ii) Propose four variables that could determine the application of the theory of leadership in (a) (i) above. (4 marks)
- (b) Suggest five reasons that might make an organisation to engage project teams in the implementation phase of a project. (10 marks)
- (c) Assess two ways in which budgetary controls aid in planning in an organisation. (4 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Analyse three possible relationships between organisational structures and innovation. (6 marks)
- (b) Highlight four ways in which control can become dysfunctional. (4 marks)
- (c) Explain four factors that an entrepreneur would take into consideration when choosing an incubator for an enterprise. (4 marks)
- (d) In relation to project management, analyse three uses of Critical Path Method (CPM). (6 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Explain six organisational situations that could enable laissez-faire leadership style to succeed. (12 marks)
- (b) In the context of directing as a function of management, explain four roles of communication. (8 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Despite the benefits associated with planning, some managers are reluctant to plan. Explain four reasons that might account for this reluctance. (8 marks)
 - (b) Masomo Limited has adopted group decision making approach in coming up with major organisational decisions. Propose four reasons that might have influenced this move. (8 marks)
 - (c) Highlight four factors that a marketer might consider when selecting a channel for distributing products. (4 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Analyse five reasons why emotional intelligence is critical for anyone in a leadership position. (10 marks)
 - (b) Evaluate three shortcomings of the scientific theory of management. (6 marks)
 - (c) Outline four internal factors that are likely to affect the pricing decisions in a firm. (4 marks)
- (Total: 20 marks)**

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