



CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 30 November 2017.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

(a) Explain the following views of conflict in an organisation:

- (i) Traditional view. (2 marks)
- (ii) Human relation view. (2 marks)
- (iii) Interactionist view. (2 marks)

(b) Analyse eight assumptions underlying classical theory of management. (8 marks)

(c) Evaluate three steps that an entrepreneur might take before engaging in an online business venture. (6 marks)

(Total: 20 marks)

QUESTION TWO

(a) Describe five strategic activities of top management in an organisation. (10 marks)

(b) W. Edwards Deming came up with the 14-point philosophy to total quality approach.

Highlight ten points of this philosophy. (10 marks)

(Total: 20 marks)

QUESTION THREE

(a) With the aid of a diagram, explain the management by objectives (MBO) model. (6 marks)

(b) Discuss three modern approaches to decision making under uncertainty. (6 marks)

(c) Before an organisation begins a project, a baseline survey should be carried out.

Examine four reasons for carrying out a baseline survey. (8 marks)

(Total: 20 marks)

QUESTION FOUR

(a) Outline six reasons why pre-employment background investigation is important. (6 marks)

(b) (i) Explain the term "empowerment". (2 marks)

(ii) Describe four reasons why employee empowerment might not be easily embraced by organisations. (4 marks)

(c) Discuss four components of holistic marketing. (8 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) Examine five environmental factors that an entrepreneur might consider before starting a new venture. (10 marks)
 - (b) Evaluate five advantages of niche marketing to an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain five reasons why an organisation might take a long time to implement the ISO quality management system. (5 marks)
 - (b) (i) Define the term “mainstreaming”. (2 marks)
 - (ii) Highlight three types of mainstreaming that organisations emphasise on. (3 marks)
 - (c) Discuss five reasons that might cause some projects in developing countries to end before completing their life cycle. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Discuss five benefits of a functional structure in an organisation. (10 marks)
 - (b) Peter Mwenda is a manager in a busy organisation. He is required to make critical decisions on behalf of the organisation.
Suggest five decisions that he might need to make during planning. (5 marks)
 - (c) Identify five biases that could compromise the decision making process. (5 marks)
- (Total: 20 marks)**
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