

# KASNEB

## CS PART II SECTION 3

### PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 24 November 2016.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

#### QUESTION ONE

- (a) Explain the following terms:
- (i) Value chain. (2 marks)
  - (ii) Chain management. (2 marks)
- (b) Evaluate four barriers to the effective implementation of value chain management in an organisation. (8 marks)
- (c) Analyse four environmental trends which could be crucial in creating a business opportunity. (8 marks)
- Total: 20 marks**

#### QUESTION TWO

- (a) Highlight four disadvantages of conducting selection interviews online. (4 marks)
- (b) Discuss four characteristics of bureaucratic organisations. (8 marks)
- (c) (i) Define the concept of "management by objectives". (2 marks)
- (ii) Explain three advantages an organisation could gain from adopting management by objectives approach. (6 marks)
- (Total: 20 marks)**

#### QUESTION THREE

- (a) Jones Kali has been appointed to head an organisation which had been recording poor performance for the past ten years.
- Required:**
- (i) Explain six leadership strategies that Jones Kali could use to improve performance of employees in the organisation. (6 marks)
  - (ii) Highlight four circumstances that might require Jones Kali to use autocratic leadership style. (4 marks)
- (b) Analyse five human resource planning approaches an organisation could use to forecast future staffing needs. (10 marks)
- (Total: 20 marks)**

#### QUESTION FOUR

- (a) Summarise four factors a manager might consider when designing an organisation's operations layout. (4 marks)
- (b) Describe four buyer-behaviour variables which a marketer could consider when segmenting a market. (8 marks)
- (c) In relation to project risk mitigation, explain the following terms:
- (i) Risk avoidance. (2 marks)
  - (ii) Risk buffering. (2 marks)
- (d) Highlight four uses of risk mitigation plans. (4 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Highlight six objectives of implementing a balanced scorecard strategy in an organisation. (6 marks)
  - (b) Explain the following concepts:
    - (i) Forward looking control. (2 marks)
    - (ii) Management by exception. (2 marks)
  - (c) Describe five benefits an organisation could accrue from using return on investment (ROI) as a measure of corporate performance. (10 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) Explain four benefits that an organisation could accrue from maintaining long-term relations with customers. (4 marks)
  - (b) Justify four conditions which might cause an organisation to use virtual teams to enhance work performance. (8 marks)
  - (c) Discuss four challenges an organisation could encounter by adopting a functional organisation structure. (8 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Explain four ways in which transformational leaders create a captivating vision. (4 marks)
  - (b) Describe three techniques of group decision making. (6 marks)
  - (c) Analyse five strategies of overcoming barriers that could hinder effective implementation of strategic planning. (10 marks)
- (Total: 20 marks)**
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