



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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