



CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 29 November 2018.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

**QUESTION ONE**

- (a) (i) Explain five activities that a manager should undertake as part of his informational role in an organisation. (5 marks)
- (ii) Outline five traits of a manager that might limit efficiency in performance of duties in an organisation. (5 marks)
- (b) Suggest four ways of carrying out employees' training needs assessment. (4 marks)
- (c) Discuss the circumstances under which it would be appropriate to use the following types of interviews:
- (i) Stress interview. (2 marks)
- (ii) Non-directive interview. (2 marks)
- (iii) Situational interview. (2 marks)

(Total: 20 marks)

**QUESTION TWO**

- (a) Radi Ltd. intends to transform its organisational structure into a matrix design.

**Required:**

- Analyse five benefits that might accrue to the company from adopting the new structure. (5 marks)
- (b) Summarise five indicators of low employee morale. (5 marks)
- (c) With reference to motivation, discuss five reasons why open book management is beneficial to an organisation. (10 marks)

(Total: 20 marks)

**QUESTION THREE**

- (a) Distinguish between "project planning" and "project scheduling". (4 marks)
- (b) Explain the following approaches to planning:
- (i) Top-down approach. (2 marks)
- (ii) Composite approach. (2 marks)
- (iii) Bottom-up approach. (2 marks)
- (iv) Team approach. (2 marks)
- (c) Citing four reasons, justify why some of the principles of management advocated by Henry Fayol are redundant in modern organisations. (8 marks)

(Total: 20 marks)

**QUESTION FOUR**

- (a) Justify five reasons why some entrepreneurs might be reluctant to use venture capital to finance the growth of their business. (10 marks)
  - (b) Evaluate five managerial control techniques that might be used by an organisation. (10 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Analyse five biases and errors that managers might make during the decision making process. (10 marks)
  - (b) Discuss five factors that a marketing team could consider when selecting an advertising media for an international market. (10 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) Summarise five issues that might be discussed in a project review meeting between the contractor and the project owner. (5 marks)
  - (b) Explain five reasons that might lead to firms adopting the use of robots in their manufacturing plants. (5 marks)
  - (c) Discuss five stages of drawing up a business continuity plan. (10 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) (i) Define the term “innovation diffusion”. (2 marks)
  - (ii) Describe the four steps followed in innovation diffusion process. (8 marks)
  - (b) Examine five factors that could contribute to the success of new product development. (10 marks)
- (Total: 20 marks)**
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