



**kasneb**

**ATD LEVEL II**

**DCM LEVEL II**

**PRINCIPLES OF MANAGEMENT**

**MONDAY: 21 May 2018.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions.**

**ALL questions carry equal marks.**

**QUESTION ONE**

- (a) Outline four benefits of the principle of equity to the employees in an organisation. (4 marks)
- (b) Highlight six roles of middle level managers in an organisation. (6 marks)
- (c) Discuss five measures that a manager might take in order to overcome barriers to planning. (10 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Describe four functions of management as advanced by Henry Fayol. (4 marks)
- (b) State three factors that might hinder effective achievement of co-ordination in an organisation. (3 marks)
- (c) Suggest five ways in which organising could enhance administrative efficiency in an organisation. (5 marks)
- (d) Explain four benefits an employee could derive from attending a training in an organisation. (8 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Describe four characteristics of bureaucracy. (8 marks)
- (b) Evaluate six contributions of behavioural approach to modern management. (12 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Organisations use the acronym "SMART" to describe the characteristics of good objectives.  
Explain the meaning of the acronym SMART. (5 marks)
- (b) In relation to organisation strategic plans:
- (i) Define the term "mission statement". (2 marks)
- (ii) Summarise five components of a good mission statement. (5 marks)
- (c) Analyse four assumptions of Theory Y as proposed by Douglas McGregor. (8 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Distinguish between "visionary leadership" and "charismatic leadership". (4 marks)
- (b) Highlight eight basic steps of organising. (8 marks)
- (c) Describe four guidelines to active listening. (8 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) Analyse five advantages of using budgets as a control tool. (10 marks)
  - (b) Examine five types of interviews that could be used for selection of employees. (10 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Explain the circumstances that could justify the adoption of each of the following production methods:
    - (i) Jobbing production. (2 marks)
    - (ii) Batch production. (2 marks)
    - (iii) Flow/Mass production. (2 marks)
  - (b) Suggest three ways that employees may use to justify unethical behaviour in an organisation. (6 marks)
  - (c) Outline eight duties of corporate social responsibility that an organisation has towards its customers. (8 marks)
- (Total: 20 marks)**
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