



**kasneb**

**ATD LEVEL II**

**DCM LEVEL II**

**PRINCIPLES OF MANAGEMENT**

**MONDAY: 20 May 2019.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions.**

**ALL questions carry equal marks.**

**QUESTION ONE**

(a) Explain the following principles of management as advanced by Henry Fayol:

- (i) Order. (2 marks)
- (ii) Authority. (2 marks)
- (iii) Esprit de corps. (2 marks)

(b) In relation to designing of an office layout, discuss four benefits of adopting an open office concept in an organisation. (8 marks)

(c) State six reasons why an organisation should have a good employee compensation system. (6 marks)

**(Total: 20 marks)**

**QUESTION TWO**

(a) Outline four characteristics of transformational leadership. (4 marks)

(b) Discuss three strategies which a manager could make use of to enhance quality control in an organisation. (6 marks)

(c) Suggest five factors which could determine the design of an organisation structure. (10 marks)

**(Total: 20 marks)**

**QUESTION THREE**

(a) (i) Distinguish between "autocratic leadership style" and "democratic leadership style". (4 marks)

(ii) Suggest three situations which call for application of autocratic leadership style in an organisation. (3 marks)

(b) Analyse four contributions of a human resource manager to effective management in an organisation. (8 marks)

(c) Explain five ways in which modern information technology has transformed the workplace. (5 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

(a) In relation to management approaches:

(i) Explain the meaning of "management by objectives (MBO)". (2 marks)

(ii) Analyse four advantages of using management by objectives (MBO) approach in an organisation. (8 marks)

(b) Explain five demerits of on-the-job training in an organisation. (5 marks)

(c) Outline five attributes that an organisation could look for while hiring a manager to head a strategic business unit. (5 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) Outline four gains that could accrue to an organisation from empowering the employees. (4 marks)
  - (b) Discuss four factors which a manager could take into consideration when making a decision to delegate. (8 marks)
  - (c) Evaluate four objectives of control systems in an organisation. (8 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) Citing relevant examples, describe five levels of Abraham Maslow's hierarchy of needs. (10 marks)
  - (b) Analyse five benefits of directing as a management function. (10 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) (i) Explain the term "flexitime". (2 marks)
  - (ii) Discuss four benefits of using flexitime schedules in an organisation. (8 marks)
  - (b) Describe five causes of employee separation with an organisation. (10 marks)
- (Total: 20 marks)**
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