



CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

WEDNESDAY: 27 November 2019.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

**QUESTION ONE**

(a) Robert Katz identified three types of skills that are essential for successful management.

Discuss these skills.

(6 marks)

(b) Summarise six requirements for an effective feed-forward control system.

(6 marks)

(c) With reference to the path-goal approach to leadership, assess four types of leader behaviour.

(8 marks)

**(Total: 20 marks)**

**QUESTION TWO**

(a) Discuss five factors that might trigger innovation and change in an organisation.

(10 marks)

(b) Analyse five factors that might determine the marketing mix chosen by an organisation.

(10 marks)

**(Total: 20 marks)**

**QUESTION THREE**

(a) (i) Explain the term "virtual organisation".

(2 marks)

(ii) Analyse four attributes of a virtual organisation.

(8 marks)

(b) The planning department of Inua Ltd. has identified environmental changes which might affect the company in the next five years.

These changes are as follows:

1. Barriers on transfer of goods and services across national boundaries within the Eastern African Community will be removed.
2. As a result of the removal of the barriers, Inua Ltd.'s competitors will be doubled from five to ten.
3. Inua Ltd.'s market will be tripled in size.
4. Changes in consumer demand will be more frequent and rapid.
5. Customers and regulatory agencies will communicate in languages other than English.

**Required:**

Describe five ways in which these environmental changes might affect:

(i) The managers.

(5 marks)

(ii) The subordinates.

(5 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Negative emotions in a workplace might lead to chaos and discontentment.  
Describe four strategies that could be employed to regulate negative emotions in a workplace. (4 marks)
  - (b) Distinguish between “linear thinking style” and “non-linear thinking style”. (4 marks)
  - (c) Analyse six problem solving skills which are essential for decision making. (6 marks)
  - (d) Summarise six circumstances under which an organisation might consider a price review for its products. (6 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Examine five benefits that may accrue to an organisation from conducting exit interviews. (10 marks)
  - (b) Evaluate five contributions of behaviourists in the development of management thought. (10 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) Outline four components of a project charter. (4 marks)
  - (b) Analyse four benefits of using the Critical Path Method (CPM) as a control tool in project management. (8 marks)
  - (c) Evaluate four barriers that might hinder effective delegation in an organisation. (8 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Highlight five ways in which an organisation could safeguard the privacy of the Human Resource Information System (HRIS). (5 marks)
  - (b) Explain the McKinsey 7-S management model. (7 marks)
  - (c) Analyse four similarities between F. W. Taylor and Henry Fayol theories of management. (8 marks)
- (Total: 20 marks)**
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