

ATD LEVEL II

PRINCIPLES OF MANAGEMENT

WEDNESDAY: 15 December 2021.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) (i) Explain the meaning of “resistance to change”. (2 marks)
- (ii) Analyse four approaches that management might take to overcome resistance to change at the workplace. (8 marks)
- (b) Suggest five measures that a manager could take to achieve effective coordination. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Discuss five barriers to effective planning. (10 marks)
- (b) Analyse five strategies that managers might use to deal with the barriers in (a) above. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Explain four disadvantages of conducting virtual interviews in a job recruitment process. (4 marks)
- (b) Highlight six factors that might be considered when determining a span of control in an organisation. (6 marks)
- (c) Using relevant examples, describe the five levels of Maslow’s hierarchy of needs. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Empowerment of employees has become a major trend in many organisations. Suggest five strategies that a manager could use to empower employees in an organisation. (5 marks)
- (b) (i) Define “horizontal coordination”. (2 marks)
- (ii) Summarise five advantages of horizontal organisational structures. (5 marks)
- (c) Discuss four limitations of autocratic leadership style. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Explain seven ways in which effective leadership is essential to an organisation. (7 marks)
- (b) Summarise five functions of the middle level management. (5 marks)
- (c) Analyse four features of contingency theory of management. (8 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) Highlight three principal skills that good managers need to develop. (3 marks)
- (b) (i) Explain the meaning of “performance appraisal”. (2 marks)
- (ii) Cite five reasons why organisations appraise their employees performance. (5 marks)
- (c) Discuss five fundamental functions of management. (10 marks)

**(Total: 20 marks)**

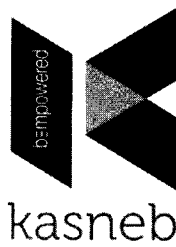
**QUESTION SEVEN**

- (a) Explain six examples of internal weaknesses in an organisation. (6 marks)
- (b) Summarise six benefits of organising as a function of management. (6 marks)
- (c) Using relevant examples, describe four technological approaches that managers could use to manage employees. (8 marks)

**(Total: 20 marks)**

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ATD LEVEL II

DCM LEVEL II

**PRINCIPLES OF MANAGEMENT**

**MONDAY: 30 August 2021.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions.**

**ALL questions carry equal marks.**

**QUESTION ONE**

- (a) Summarise three planning skills that are essential to a manager. (6 marks)
- (b) (i) Define “job analysis”. (2 marks)
- (ii) Highlight four steps involved in conducting a job analysis. (4 marks)
- (c) Explain four benefits derived from the scientific approach to management. (8 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Identify six steps involved in the process of organising function. (6 marks)
- (b) Highlight five advantages of off-the-job training. (5 marks)
- (c) Outline six reasons why an organisation could choose to centralise authority. (6 marks)
- (d) Enumerate three factors that are considered in decision-making. (3 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Analyse four measures that the management of an organisation could put in place to ensure effective implementation of organisational policies. (8 marks)
- (b) Describe four assumptions which underlie neo-classical approach to management. (8 marks)
- (c) Highlight four functions of top-level management in an organisation. (4 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Analyse five factors that affect the span of control. (10 marks)
- (b) In the context of organising function:
- (i) Define an organisation structure. (2 marks)
- (ii) Explain four forms of organisational structures. (8 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Explain five characteristics of management. (10 marks)
- (b) Analyse five factors that could hinder a manager from effectively exercising authority. (10 marks)
- (Total: 20 marks)**

**QUESTION SIX**

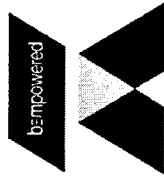
- (a) List six factors that might influence the kind of compensation that is offered to employees in an organisation. (6 marks)
  - (b) Explain five ways in which a good control system contributes to the success of an organisation. (10 marks)
  - (c) State four techniques that could be used by interviewers to improve the interview process. (4 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Outline six measures that a manager should adopt to ensure effective delegation. (6 marks)
  - (b) Explain the following types of decisions:
    - (i) Strategic decisions. (2 marks)
    - (ii) Operating decisions. (2 marks)
  - (c) McGregor's Theory "Y" is one of the traditional theories of management philosophy. Summarise five assumptions of this theory. (10 marks)
- (Total: 20 marks)**

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ATD LEVEL II

DCM LEVEL II

**PRINCIPLES OF MANAGEMENT**

**MONDAY: 17 May 2021.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions.**

**ALL questions carry equal marks.**

**QUESTION ONE**

- (a) Explain six objectives of management in a business entity. (6 marks)
- (b) Analyse three principles of Fredrick W. Taylor's scientific approach to management. (6 marks)
- (c) In the context of organising function, distinguish between delegation and decentralisation. (4 marks)
- (d) List four elements of directing as a function of management. (4 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) (i) Define the term "staffing". (2 marks)
- (ii) Explain three characteristics of the staffing function in an organisation. (6 marks)
- (b) Explain the following types of interviews:
- (i) Stress interview. (2 marks)
- (ii) Structured interview. (2 marks)
- (iii) Qualitative interview. (2 marks)
- (c) Examine three methods of employee performance appraisal in an organisation. (6 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Outline four characteristics of a functional organisational structure. (4 marks)
- (b) Summarise three characteristics of decision making process under certainty. (6 marks)
- (c) Analyse five categories of limitations of authority. (10 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) In relation to the nature of management, explain the following:
- (i) Management as being multidisciplinary. (2 marks)
- (ii) Universality of management. (2 marks)
- (iii) Management as being intangible. (2 marks)
- (iv) Management as an activity. (2 marks)

- (b) Summarise three measures that management should take to ensure effective implementation of plans. (6 marks)
- (c) (i) Highlight four purposes of planning in an organisation. (4 marks)
- (ii) Setting goals is part of effective planning. List down two characteristics of well-written goals. (2 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Explain three reasons why conceptual skills are important to the top management. (6 marks)
- (b) Evaluate four bases of departmentation in an organisation. (8 marks)
- (c) Suggest three disadvantages of personal observation as a method of control. (6 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) In the context of leadership styles, list three features of each of the following:
- (i) Authoritarian leadership style. (3 marks)
- (ii) Democratic leadership style. (3 marks)
- (b) Explain four decisional roles a manager is expected to handle according to Henry Mintzberg. (8 marks)
- (c) Summarise three ways in which information technology has enhanced managerial decision making. (6 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Henri Fayol often referred to "as the father of modern management" states that all activities that occur in business organisations can be divided into six main groups.

**Required:**

- Examine the six groups identified by Henri Fayol. (12 marks)
- (b) Highlight four main features of bureaucracy. (4 marks)
- (c) List four characteristics of effective control systems. (4 marks)
- (Total: 20 marks)**

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**ATD LEVEL II**

**DCM LEVEL II**

**PRINCIPLES OF MANAGEMENT**

**MONDAY: 23 November 2020.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions.**

**ALL questions carry equal marks.**

**QUESTION ONE**

- (a) Summarise eight general duties of a supervisor. (8 marks)
- (b) Discuss eight non-monetary incentives that could be offered to employees. (8 marks)
- (c) Explain McGregor's:
  - (i) Theory X. (2 marks)
  - (ii) Theory Y. (2 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) Propose three ways in which the principle of "esprit de corps" has benefitted organisations today. (6 marks)
- (b) Explain two skills required by top level management. (2 marks)
- (c) Summarise four advantages of geographical organisation structure to a business entity. (8 marks)
- (d) Management is viewed as a profession. Outline four basic requirements of a profession. (4 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Highlight six benefits of quality controls in a manufacturing entity. (6 marks)
- (b) Suggest four ways an organisation would benefit from participating in corporate social responsibility. (4 marks)
- (c) Explain five principles of coordination in management as advocated by Mary Parker Follet. (10 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Explain five challenges faced by managers in carrying out the planning function. (10 marks)
- (b) The directing function involves issuing orders and instructions to subordinates.

Describe five ways in which a manager could ensure the effectiveness of his orders. (10 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) Explain six benefits that would accrue to an organisation from carrying out employee performance appraisals. (12 marks)
- (b) Highlight four essentials of a good training program for employees in an organisation. (8 marks)

**(Total: 20 marks)**



**QUESTION SIX**

- (a) Highlight six factors that could be taken into account to ensure that delegated authority matches assigned responsibility. (6 marks)
  - (b) Identify six features of a good policy. (6 marks)
  - (c) With reference to supervision:
    - (i) Discuss four objectives of supervising employees. (4 marks)
    - (ii) Identify four methods that may be used to supervise employees. (4 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Explain five circumstances under which an organisation may find it necessary to adopt a wide span of control. (10 marks)
  - (b) Highlight five ways in which modern day managers could benefit from the behavioural approach to management. (5 marks)
  - (c) Outline five measures that could be taken to ensure flexibility in a bureaucratic organisation. (5 marks)
- (Total: 20 marks)**

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**ATD LEVEL II**

**DCM LEVEL II**

**PRINCIPLES OF MANAGEMENT**

**TUESDAY: 26 November 2019.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions.**

**ALL questions carry equal marks.**

**QUESTION ONE**

- (a) Highlight four factors to consider while selecting a workshop venue. (4 marks)
- (b) Explain six principles of organising. (6 marks)
- (c) Discuss five reasons why it is important for a manager to possess effective managerial skills. (10 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Explain four factors that could contribute to effective implementation of a strategic plan in an organisation. (4 marks)
- (b) Analyse four strategies which a human resource manager could use to minimise human resource conflicts in an organisation. (8 marks)
- (c) In the context of decision making, suggest four challenges that could be faced by managers. (8 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Summarise four characteristics of an organic organisational structure. (4 marks)
- (b) Analyse four reasons why appraisal techniques could fail to achieve their intended objectives. (8 marks)
- (c) Discuss four measures which management could put in place to ensure effective planning in an organisation. (8 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) There is an increasing number of aging workforce in many organisations all over the world:
- (i) Suggest four factors that could have contributed to this trend. (8 marks)
- (ii) Discuss four reasons why organisations could prefer to hire older employees than younger employees. (8 marks)
- (b) Highlight four benefits that could accrue to an organisation from reduced management levels. (4 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) With reference to the control function:
- (i) Outline four modern control techniques in management. (4 marks)
- (ii) Suggest five reasons why a budgetary control system is important in an organisation. (10 marks)
- (b) Summarise three differences between "power" and "authority". (6 marks)
- (Total: 20 marks)**

**QUESTION SIX**

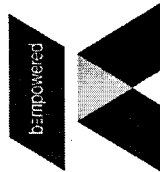
- (a) Outline four reasons why organisations require good leadership. (4 marks)
  - (b) Analyse four on-the-job training methods that could be used to improve employees' work performance. (8 marks)
  - (c) Justify four reasons why management is considered a profession. (8 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) (i) Define the term "extrinsic rewards". (2 marks)
  - (ii) Describe five types of extrinsic rewards that could be given to employees in an organisation. (10 marks)
  - (b) Analyse four ways in which a manager could apply the scientific approach to management at the workplace. (8 marks)
- (Total: 20 marks)**
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**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**

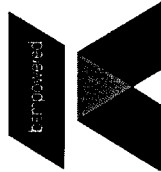
- (a) Citing relevant examples, describe five levels of Abraham Maslow's hierarchy of needs. (10 marks)
  - (b) Analyse five benefits of directing as a management function. (10 marks)
- (Total: 20 marks)**

**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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ATD LEVEL II

DCM LEVEL II

**PRINCIPLES OF MANAGEMENT**

**MONDAY: 26 November 2018.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions.**

**ALL questions carry equal marks.**

**QUESTION ONE**

- (a) Explain four disadvantages of decentralisation of authority. (4 marks)
- (b) Analyse four roles of a supervisor in an organisation. (8 marks)
- (c) Discuss four contributions of Fredrick Taylor's theory of scientific management. (8 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) Highlight four reasons why succession planning is important to an organisation. (4 marks)
- (b) Discuss four objectives of evaluating employees performance in an organisation. (8 marks)
- (c) Suggest four reasons why subordinates could be reluctant to accept delegation of authority. (8 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) State four characteristics of autocratic leadership style. (4 marks)
- (b) With reference to planning:
- (i) Define the term "objective". (2 marks)
- (ii) Analyse four reasons why objectives are important to an organisation. (8 marks)
- (c) Explain six indicators of inadequate controls in an organisation. (6 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Differentiate between "job description" and "job specification". (4 marks)
- (b) Analyse four challenges that could be encountered by subordinates when promoted to managerial positions. (8 marks)
- (c) Discuss four strategies that an organisation could employ to improve employee labour relations. (8 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) Summarise four primary skills that an effective manager should possess. (4 marks)
- (b) Analyse four reasons why organisations need to provide fringe benefits to employees. (8 marks)
- (c) With reference to management systems, outline four drawbacks of feedback control. (4 marks)
- (d) Highlight four principles of directing. (4 marks)

**(Total: 20 marks)**

**QUESTION SIX**

- (a) Highlight four factors that could lead to a narrow span of control in an organisation. (4 marks)
- (b) (i) Summarise four benefits of strategic planning to an organisation. (4 marks)  
(ii) Explain four factors that could contribute to ineffective planning in an organisation. (4 marks)
- (c) Discuss four reasons why management has been considered as an art. (8 marks)

**(Total: 20 marks)**

**QUESTION SEVEN**

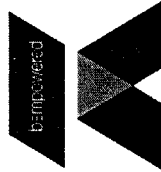
- (a) Differentiate between “motivation” and “satisfaction”. (4 marks)
- (b) Explain three assumptions underlying Abraham Maslow needs hierarchy theory of motivation. (6 marks)
- (c) Discuss five impacts of information technology on human resource practices. (10 marks)

**(Total: 20 marks)**

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**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)**

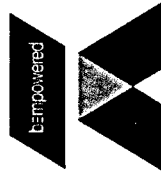
**QUESTION SIX**

- (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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**ATD LEVEL II**

**DCM LEVEL II**

**PRINCIPLES OF MANAGEMENT**

**MONDAY: 27 November 2017.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions.**

**ALL questions carry equal marks.**

**QUESTION ONE**

- (a) Management is the art of getting things done through and with other people.  
Explain five measures that management might take to ensure that things get done. (5 marks)
- (b) (i) Analyse five negative effects of employee absenteeism to an organisation. (10 marks)  
(ii) Outline five measures that management could institute to reduce employee absenteeism. (5 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Explain the following principles of management as advanced by Henry Fayol:
- (i) Scalar chain. (2 marks)  
(ii) Equity. (2 marks)
- (b) Discuss four reasons why the study of management is important. (8 marks)
- (c) Analyse four differences between a “budget” and a “forecast”. (8 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Explain four benefits of regional departmentation to an organisation. (8 marks)
- (b) Analyse three types of corporate social responsibility. (6 marks)
- (c) Organisations have various responsibilities that are economic in nature.  
With reference to the above statement, illustrate three types of these economic responsibilities. (6 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Explain five advantages of delegation through committees. (10 marks)
- (b) Describe five disadvantages of e-learning. (10 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Analyse five advantages of participatory approach of planning. (10 marks)
- (b) Abraham Maslow developed the hierarchy of needs.  
Examine the five types of needs in the hierarchy. (10 marks)
- (Total: 20 marks)**



**QUESTION SIX**

- (a) Highlight three advantages of each of the following:
    - (i) Expert power. (3 marks)
    - (ii) Legitimate power. (3 marks)
  - (b) Using the reinforcement theory of motivation, describe three types of reinforcement conditions. (6 marks)
  - (c) Discuss four disadvantages of outcome-based control system. (8 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Outline five reasons why it is important to evaluate the training programme of a workshop. (5 marks)
  - (b) (i) Highlight five features of directing as a function of management. (5 marks)
  - (ii) Examine the five components of directing. (10 marks)
- (Total: 20 marks)**
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# KASNEB

ATD LEVEL II

DCM LEVEL II

## PRINCIPLES OF MANAGEMENT

MONDAY: 22 May 2017.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

### QUESTION ONE

- (a) Highlight the specific roles that fall under the following broad roles of a manager according to Henry Mintzberg:
- (i) Interpersonal roles. (3 marks)
  - (ii) Informational roles. (3 marks)
  - (iii) Decisional roles. (4 marks)
- (b) Discuss five criticisms against the Hawthorne experiments conducted by Elton Mayo. (10 marks)
- (Total: 20 marks)**

### QUESTION TWO

- (a) Explain the following terms as used in modern management:
- (i) Green movement. (2 marks)
  - (ii) Gender mainstreaming. (2 marks)
- (b) Describe four steps of the control process. (8 marks)
- (c) Discuss four challenges that could face managers working in multinational corporations. (8 marks)
- (Total: 20 marks)**

### QUESTION THREE

- (a) (i) Distinguish between "lay-off" and "dismissal". (4 marks)
- (ii) Highlight four fair grounds for dismissal and four unfair grounds for dismissal of employees. (8 marks)
- (b) Many organisations have taken up the use of social media platforms as a method of communication within the organisation.
- Analyse four advantages and four disadvantages of social media use within an organisation. (8 marks)
- (Total: 20 marks)**

### QUESTION FOUR

- (a) Examine five reasons for the increase in the use of e-recruitment in modern organisations. (10 marks)
- (b) Discuss five reasons why it is important to involve employees in the planning process. (10 marks)
- (Total: 20 marks)**

### QUESTION FIVE

- (a) Highlight six functions of a good mentor. (6 marks)
- (b) During the introduction of a computer-based management information system in an organisation, employees may resist change.
- Explain six strategies that the management could use to minimise resistance to change by employees. (6 marks)
- (c) Analyse four differences between mechanistic and organic organisations. (8 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) Suggest five ways in which jobs could be enriched. (5 marks)
  - (b) State five hygiene factors in the Herzberg theory of motivation. (5 marks)
  - (c) Explain five characteristics of strategic decisions. (10 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Analyse five demerits of a narrow span of control in an organisation. (10 marks)
  - (b) Discuss five non-budgetary controls that could be used in an organisation. (10 marks)
- (Total: 20 marks)**
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# KASNEB

ATD LEVEL II

DCM LEVEL II

## PRINCIPLES OF MANAGEMENT

MONDAY: 21 November 2016.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

### QUESTION ONE

(a) Explain the following types of authority:

- (i) Traditional authority. (2 marks)
- (ii) Charismatic authority. (2 marks)
- (iii) Legal authority. (2 marks)

(b) Describe three types of management information systems which could be used for control in an organisation. (6 marks)

(c) Analyse four types of time-based control. (8 marks)

**(Total: 20 marks)**

### QUESTION TWO

(a) Enumerate six characteristics of an effective managerial policy. (6 marks)

(b) Outline six qualities of an entrepreneurial leader. (6 marks)

(c) Describe four types of budgets. (8 marks)

**(Total: 20 marks)**

### QUESTION THREE

(a) Explain two differences between "training" and "development". (4 marks)

(b) Highlight six principles of an effective job advertisement. (6 marks)

(c) Discuss five duties of a human resource officer. (10 marks)

**(Total: 20 marks)**

### QUESTION FOUR

(a) Outline eight factors that could be considered in departmentation of an organisation. (8 marks)

(b) Evaluate six benefits that might accrue to an organisation from applying business ethics. (12 marks)

**(Total: 20 marks)**

### QUESTION FIVE

(a) Analyse four factors that an organisation might take into consideration in designing an organisational control system. (4 marks)

(b) Outline eight types of external information that managers could require in order to draw a strategic plan. (8 marks)

(c) Evaluate four conditions that might call for close supervision in the work place. (8 marks)

**(Total: 20 marks)**

**QUESTION SIX**

- (a) Enumerate five reasons why managers require human skills in an organisation. (10 marks)
  - (b) Analyse five drawbacks of scientific management approach. (10 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Explain five measures that an organisation might take in order to improve the working environment of supervisors. (10 marks)
  - (b) Evaluate five criticisms of formal planning by organisations. (10 marks)
- (Total: 20 marks)**
- .....

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# KASNEB

ATD LEVEL II

DCM LEVEL II

## PRINCIPLES OF MANAGEMENT

MONDAY: 23 May 2016.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

### QUESTION ONE

- (a) (i) State McClelland's motivational theory of needs. (2 marks)
- (ii) Explain three implications of the theory in (a) (i) above to management practice. (6 marks)
- (b) Diversification is important in every dynamic organisation.
- With reference to the above statement:
- (i) Explain four circumstances that could make it necessary for an organisation to diversify. (8 marks)
- (ii) Outline four difficulties an organisation could encounter in the implementation of a diversification strategy. (4 marks)

(Total: 20 marks)

### QUESTION TWO

- (a) Highlight four prerequisites for effective coordination in an organisation. (4 marks)
- (b) Outline three advantages and three disadvantages of a virtual office. (6 marks)
- (c) Describe five characteristics of transformational leaders. (10 marks)

(Total: 20 marks)

### QUESTION THREE

- (a) Identify two differences between the following:
- (i) "SWOT" analysis and "PESTEL" analysis. (4 marks)
- (ii) "Behavioural approach" and "Scientific approach". (4 marks)
- (b) Highlight four features of a bureaucratic organisation as advanced by Max Weber. (4 marks)
- (c) Explain four reasons why control systems in an organisation could fail to give the desired results. (8 marks)

(Total: 20 marks)

### QUESTION FOUR

- (a) (i) Describe five constraints to effective planning. (10 marks)
- (ii) Outline four measures that an organisation could adopt to overcome the planning constraints. (4 marks)
- (b) Enumerate three merits and three demerits of outsourcing human resource management functions of an organisation. (6 marks)

(Total: 20 marks)

### QUESTION FIVE

- (a) Outline four benefits that could accrue to an organisation from developing and implementing an automated management information system for its operations. (4 marks)
- (b) Highlight four factors to be considered when choosing a medium of communication. (4 marks)
- (c) Analyse six characteristics of a decision making process. (12 marks)

(Total: 20 marks)

AD22 & CD22 Page 1

Out of 2



**QUESTION SIX**

(a) A budget is an internal control tool for managers.

Explain four limitations of using budgets as control tools. (8 marks)

(b) Outline four benefits that could accrue to an organisation from continuous employee training and development. (4 marks)

(c) Describe four strategies that could be put in place to manage and control the impact of HIV and AIDS in an organisation. (8 marks)

**(Total: 20 marks)**

**QUESTION SEVEN**

(a) Outline four reasons why subordinates could be reluctant to accept delegation of authority. (4 marks)

(b) Describe four circumstances under which an organisation could find it appropriate to use committees. (8 marks)

(c) Analyse four factors that an organisation should consider when determining the levels of reward and compensation for its employees. (8 marks)

**(Total: 20 marks)**

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ATD LEVEL II

DCM LEVEL II

## PRINCIPLES OF MANAGEMENT

TUESDAY: 17 November 2015.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

### QUESTION ONE

- (a) Management can be regarded as a science, an art or a profession.  
Highlight four features of management as a profession. (4 marks)
- (b) Explain four consequences of low motivation amongst employees in an organisation. (8 marks)
- (c) Distinguish between the following:
- (i) "Job description" and "job specification". (4 marks)
  - (ii) "Laissez faire leader" and "autocratic leader". (4 marks)

(Total: 20 marks)

### QUESTION TWO

- (a) Explain the following principles of management as advocated by Henri Fayol:
- (i) *Espirit de Corps*. (2 marks)
  - (ii) *Equity*. (2 marks)
  - (iii) *Division of work*. (2 marks)
- (b) Suggest four economic factors that could affect the operations of a multinational company. (8 marks)
- (c) Outline three advantages and three disadvantages of group approach to decision making. (6 marks)

(Total: 20 marks)

### QUESTION THREE

- (a) Enumerate four factors that could affect the span of control in an organisation. (4 marks)
- (b) Describe three drawbacks of using electronic media in communication. (6 marks)
- (c) Explain five roles of managers in an organisation according to Mintzberg. (10 marks)

(Total: 20 marks)

### QUESTION FOUR

- (a) Explain five factors that an organisation should consider when designing an organisation structure. (10 marks)
- (b) Describe five requirements of an effective control system. (10 marks)

(Total: 20 marks)

### QUESTION FIVE

- (a) (i) Differentiate between "strategic planning" and "tactical planning". (2 marks)
- (ii) Describe five advantages of conducting SWOT analysis during the strategic planning process. (10 marks)
- (b) Explain four reasons why organisations need to conduct employee performance appraisal. (8 marks)

(Total: 20 marks)

AD22 & CD22 Page 1  
Out of 2

**QUESTION SIX**

- (a) Highlight four merits of globalisation. (5 marks)
  - (b) Outline five training methods that could be used to train employees in a large manufacturing firm. (5 marks)
  - (c) Analyse five steps involved in the organising process. (10 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Explain five reasons why a company might adopt the policy of filling vacancies in higher jobs from within the organisation. (10 marks)
  - (b) Analyse five potential sources of conflicts among employees in organisations. (10 marks)
- (Total: 20 marks)**
- .....

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# KASNEB

ATD LEVEL II

DCM LEVEL II

PRINCIPLES OF MANAGEMENT

PILOT PAPER

September 2015.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

## QUESTION ONE

- (a) Explain any five principles of management as advanced by Henry Fayol that are valid today.. (10 marks)
- (b) Define the term "management by objectives" and state its benefits. (5 marks)
- (c) Explain the organisational resources that are at the disposal of managers. (5 marks)

(Total: 20 marks)

## QUESTION TWO

- (a) Define planning and briefly explain why it is crucial to the management process. (8 marks)
- (b) Explain the various steps in the planning process. (6 marks)
- (c) Illustrate the types of challenges managers encounter during the planning process. (6 marks)

(Total: 20 marks)

## QUESTION THREE

- (a) Distinguish between "authority" and "responsibility". (4 marks)
- (b) Explain the benefits of effective delegation. (10 marks)
- (c) Explain the theory of "Maslow's hierarchy of needs". (6 marks)

(Total: 20 marks)

## QUESTION FOUR

- (a) Explain why supervisors or first line managers are key to success of an organisation. (10 marks)
- (b) Illustrate the merits and demerits of autocratic style or approach to management. (5 marks)
- (c) (i) Explain the term "leadership". (... marks)
- (ii) Describe any five qualities of a good leader. (5 marks)

(Total: 20 marks)

## QUESTION FIVE

- (a) Distinguish between "formal" and "informal" organisations. (5 marks)
- (b) Explain the meaning of line and staff organisation. (5 marks)
- (c) Briefly explain the concept of span of control in reference to an organisation. (10 marks)

(Total: 20 marks)

## QUESTION SIX

- (a) Explain the benefits of having internal systems of control to an organisation. (8 marks)
- (b) Illustrate the significance of control function in the entire management. (6 marks)
- (c) Explain the benefits of budgeting as a control tool. (6 marks)

(Total: 20 marks)

**QUESTION SEVEN**

- (a) Explain the significance of a human resource department in an organisation. (10 marks)
  - (b) Illustrate the purpose and benefit of a performance appraisal system. (5 marks)
  - (c) Explain the concept of performance contracting and its benefits. (5 marks)
- (Total: 20 marks)**
- .....

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