

KASNEB

CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 25 May 2017.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Analyse three types of skills that managers must possess in order to perform their tasks. (6 marks)
- (b) (i) Describe four alternative approaches to rational decision making. (4 marks)
- (ii) Evaluate five challenges encountered in applying the rational decision making model. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) With reference to selection interviews, distinguish between "closed questions" and "open-ended questions". (4 marks)
- (b) Discuss six measures that a chairperson could put in place in order to maintain control during an interview. (6 marks)
- (c) Yogi Ltd. have recently launched a new brand of chocolate flavoured ice cream. The marketing manager has sought your advice on how to advertise the product.
- Advise the marketing manager on five factors to consider in selecting the advertising media. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) (i) Summarise five functions of controls in an organisation. (5 marks)
- (ii) Analyse five limitations of using budgets as control tools. (5 marks)
- (b) You have been selected as the project manager to implement a long-term agricultural project in arid and semi-arid lands financed by the World Bank.
- Evaluate five measures you could put in place to ensure project sustainability. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Describe the four classifications of the planning premises. (8 marks)
- (b) (i) Explain the term "social entrepreneurship". (2 marks)
- (ii) Discuss five functions of social entrepreneurship in the society. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Directing as a function of management operates on various principles.
- Analyse five of these principles. (10 marks)
- (b) Discuss five limitations of William Ouchi's Theory Z of motivation. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Describe four features associated with systems approach to management. (4 marks)
 - (b) Explain the following concepts as used in inventory management:
 - (i) Pipeline inventory. (2 marks)
 - (ii) Re-order point. (2 marks)
 - (iii) Anticipation inventory. (2 marks)
 - (c) Evaluate five reasons why it is important for an organisation to undertake inventory management. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Discuss five steps in determining “one best way” of performing a job as stipulated by Fredrick Taylor. (10 marks)
 - (b) Ray Collections Ltd. is a company that sells various types of clothing and accessories. Their marketing manager has approached you and asked you to advise them on how they could segment their market.

Advise the marketing manager on five methods of market segmentation that Ray Collections Ltd. could use. (10 marks)
- (Total: 20 marks)**
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