



ATD LEVEL II

PRINCIPLES OF MANAGEMENT

MONDAY: 22 April 2024. Afternoon Paper.

Time Allowed: 2 hours.

This paper is made up of fifty (50) Multiple Choice Questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks. Do NOT write anything on this paper.

1. Which of the following statements is **TRUE** about the authority of top-level management?
  - A. It is limited to specific departments
  - B. It is only concerned with operational decisions
  - C. It extends throughout the entire organisation
  - D. It is primarily advisory in nature(2 marks)
  
2. Which of the following concepts did Mary Parker Follett emphasise in her work?
  - A. Conflict resolution through integration
  - B. Authoritarian leadership
  - C. Hierarchical structure
  - D. Command-and-control management(2 marks)
  
3. Which one of the following statements is a result of the changing business environment?
  - A. Decreased need for agility and flexibility in decision-making
  - B. Increased demand for outdated products and services
  - C. Greater emphasis on sustainability and corporate social responsibility
  - D. Limited impact of globalisation on businesses(2 marks)
  
4. Which one of the following statements **BEST** defines the role of top-level management in an organisation?
  - A. Implementing day-to-day operations
  - B. Setting long-term goals and strategies
  - C. Supervising frontline employees
  - D. Conducting market research(2 marks)
  
5. Which of the following factors **BEST** explain how effective planning contributes to organisational efficiency?
  - A. By encouraging ad-hoc decision-making
  - B. By providing a structured approach to goal achievement
  - C. By avoiding consideration of future challenges
  - D. By limiting strategic decision-making to short-term perspectives(2 marks)
  
6. Which of the following characteristics distinguishes planning from other organisational functions?
  - A. Its focus is solely on short-term objectives
  - B. Its disregard for future events and challenges
  - C. Its reliance on intuition without analysis
  - D. Its systematic consideration of future objectives and strategies(2 marks)
  
7. Which of the following factors is **NOT** a measure that may help in unfreezing stage in the change process?
  - A. Physical removal of the individuals being changed from their accustomed environment
  - B. Make individuals responsible for their own change
  - C. Undermining and destruction of social support
  - D. Strengthening the existing status quo(2 marks)

8. What distinguishes a manager from other employees within an organisation?  
A. Technical expertise  
B. Educational qualifications  
C. Length of employment  
D. Supervisory responsibilities (2 marks)
9. Which of the following reasons explains why optimum use of resources is important for businesses?  
A. It allows for excessive spending without repercussions  
B. It minimises productivity and efficiency  
C. It maximises value creation and competitiveness  
D. It encourages resource hoarding and scarcity (2 marks)
10. Mary Parker Follett advocated for which approach to management?  
A. Humanistic and participative management  
B. Division of labor  
C. Centralised decision-making  
D. Strict hierarchical control (2 marks)
11. Organising in management refers to \_\_\_\_\_.  
A. Randomly assigning tasks to employees without coordination  
B. Establishing clear goals and objectives for the organisation  
C. Reacting impulsively to changes in the business environment  
D. Structuring resources and activities to achieve organisational objectives (2 marks)
12. Which of the following statements distinguishes middle-level managers from other levels of management?  
A. Their focus on high-level strategic decisions  
B. Their direct supervision of frontline employees  
C. Their role in translating top-level goals into actionable plans  
D. Their involvement in long-term organisational planning (2 marks)
13. Which of the following statements shows how organising contributes to organisational success?  
A. By encouraging disorganisation and chaos within an organisation  
B. By providing a structured framework for achieving objectives  
C. By limiting strategic decision-making to short-term perspectives  
D. By disregarding the need for coordination and collaboration (2 marks)
14. Select the statement that shows how effective resource management contributes to organisational success?  
A. By disregarding resource constraints to pursue growth  
B. By inefficiently allocating resources without regard for costs  
C. By optimising resource utilisation to enhance productivity and profitability  
D. By hoarding resources to maintain control over the market (2 marks)
15. The following are external factors affecting the organising function **EXCEPT** \_\_\_\_\_.  
A. Changes in government regulations  
B. Technological advancements  
C. Organisational culture  
D. Shifts in consumer preferences (2 marks)
16. Which one of the following is a characteristic of middle-level management?  
A. Involvement in day-to-day operational tasks  
B. Focus on long-term strategic planning  
C. Authority to hire and fire employees  
D. Coordination of multiple departments or teams (2 marks)
17. Which one of the following is a reason why it is important for businesses to consider factors affecting the organising function?  
A. To maintain a rigid organisational structure without adaptation  
B. To ignore changes in the external environment and market dynamics  
C. To optimise resource allocation and achieve organisational goals effectively  
D. To limit innovation and creativity within the organisation (2 marks)

18. Quantitative thinking involves \_\_\_\_\_.
- A. Analysing numerical data to make informed decisions
  - B. Relying solely on qualitative information for decision-making
  - C. Avoiding numerical analysis in problem-solving
  - D. Focusing on subjective opinions rather than objective facts
- (2 marks)
19. Which of the following roles is played by innovation in business survival and growth?
- A. It impedes progress and inhibits business expansion
  - B. It encourages adaptation to changing market conditions and fosters growth
  - C. It limits opportunities for new revenue streams and market expansion
  - D. It ensures complacency and lack of competition
- (2 marks)
20. Select among the following, the statement that distinguishes lower-level managers from other management levels.
- A. Their direct supervision of frontline workers
  - B. Their focus on setting long-term organisational goals
  - C. Their involvement in strategic decision-making
  - D. Their authority to formulate company policies
- (2 marks)
21. Identify the primary purpose of supervision in an organisation.
- A. To micromanage employees and their tasks
  - B. To ensure compliance with company policies and procedures
  - C. To provide guidance, support and direction to employees
  - D. To minimise employee autonomy and decision-making
- (2 marks)
22. Which of the following statements **BEST** illustrates roles of a consultant in a major organisational change?
- A. Formulation and implementation of change interventions
  - B. Selection, training and supervision
  - C. Evaluation of change efforts
  - D. Formulation, implementation, selection, training and supervision of internal change agents
- (2 marks)
23. Motivated employees are more likely to \_\_\_\_\_.
- A. Display low levels of engagement and productivity
  - B. Seek opportunities for personal and professional growth
  - C. Resist change and innovation within the organisation
  - D. Exhibit high levels of absenteeism and turnover
- (2 marks)
24. In which area do lower-level managers typically have the most authority?
- A. Making strategic decisions for the organisation
  - B. Determining the company's long-term goals
  - C. Implementing policies and procedures within their department
  - D. Allocating resources at the organisational level
- (2 marks)
25. Which of the following reasons explains why planning for long-term business strategy is important?
- A. It allows businesses to focus exclusively on immediate profits
  - B. It provides a roadmap for achieving sustainable growth and success
  - C. It encourages reactive decision-making instead of proactive planning
  - D. It limits flexibility and adaptability in a dynamic business environment
- (2 marks)
26. Which of the following statements is the **MAIN** focus of systems thinking?
- A. Analysing isolated events without considering their interconnections
  - B. Identifying linear cause-and-effect relationships
  - C. Understanding the relationships and interactions within complex systems
  - D. Relying solely on individual expertise for problem-solving
- (2 marks)
27. Select the primary objective of human resource management processes.
- A. To maximise profits for shareholders
  - B. To ensure compliance with government regulations
  - C. To minimise employee autonomy and decision-making
  - D. To effectively manage and develop an organisation's workforce
- (2 marks)

28. Which of the following statements **BEST** describes the role of management in organisational decision-making?  
A. Providing technical support to employees  
B. Implementing decisions made by top-level management  
C. Conducting routine administrative tasks  
D. Setting long-term goals and strategies (2 marks)
29. Identify the key purpose of environmental scanning.  
A. To avoid adapting to changes in the external environment  
B. To gather information about competitors' internal strategies  
C. To anticipate and respond to changes and trends in the external environment  
D. To limit decision-making to short-term perspectives (2 marks)
30. Which of the following aspects shows the critical function of management roles?  
A. Developing marketing campaigns  
B. Supervising frontline employees  
C. Implementing technological advancements  
D. Ensuring organisational efficiency and effectiveness (2 marks)
31. Plans are commonly described according to all of the following, **EXCEPT** \_\_\_\_\_.  
A. Breadth  
B. Time frame  
C. Length  
D. Specificity (2 marks)
32. Which of the following factors affects the staffing function in an organisation?  
A. Internal factors such as organisational culture and structure  
B. External factors such as labor market conditions and government regulations  
C. Historical data and past hiring practices  
D. Employee preferences and career aspirations (2 marks)
33. Supervisors represent the viewpoints of \_\_\_\_\_.  
A. Workers to managers and vice versa  
B. Managers to workers  
C. Workers to managers  
D. Workers (2 marks)
34. Which of the following statements is **NOT** true about modern management theory?  
A. Business organisations are dynamic institutions composed of inter-related divisions and sub-divisions  
B. Management is responsive to environmental changes  
C. Management is multidisciplinary in nature  
D. Management is static in nature (2 marks)
35. Select the statement that shows how environmental scanning contributes to decision-making.  
A. By ignoring external factors and focusing solely on internal operations  
B. By providing insights into market trends, competitors and regulatory changes  
C. By limiting strategic planning to short-term objectives  
D. By avoiding adaptation to changes in the business environment (2 marks)
36. Identify the statement that shows the main difference between first-line supervisors and other managers.  
A. First -line supervisors oversee operative employees  
B. First-line supervisors are concerned with local issues, managers are concerned with global issues  
C. First-line supervisors are not considered "real" managers  
D. There is no difference between the two (2 marks)
37. The key to motivating today's diversified workforce lies in \_\_\_\_\_.  
A. Creativity  
B. Goal setting  
C. Support  
D. Flexibility (2 marks)

38. Which of the following statements explains how changes in labour market conditions affects staffing function?  
A. They have no effect on recruitment and selection processes  
B. They require organisations to adapt their hiring strategies to attract qualified candidates  
C. They discourage organisations from hiring new employees  
D. They lead to a decrease in workforce diversity (2 marks)
39. Which of the following terminologies refers to where performance of each unit affects the overall performance of the organisation?  
A. Sequential interdependence  
B. Reciprocal interdependence  
C. Pooled interdependence  
D. Overall interdependence (2 marks)
40. Which of the following statements is **TRUE** about derailed managers?  
A. Overdependence on a mentor  
B. Overly ambitious, plays politics  
C. Cold, aloof, and arrogant  
D. Able to adapt to a boss with a different style (2 marks)
41. A product that passes through different stages of production is referred to as \_\_\_\_\_.  
A. Functional departmentation  
B. Product departmentation  
C. Process departmentation  
D. Geographic departmentation (2 marks)
42. The systems approach to management identifies which of the following components of the system?  
A. Synergy  
B. Systems boundary  
C. Feedback  
D. Differentiation (2 marks)
43. The document that describes how job fits into the organisation strategic direction is known as \_\_\_\_\_.  
A. Job description  
B. Job evaluation  
C. Job specification  
D. Job analysis (2 marks)
44. The following are features of good communication **EXCEPT** \_\_\_\_\_.  
A. Transference  
B. Agreement  
C. Understanding  
D. Meaning (2 marks)
45. The goal of focus strategy according to Michael Porter is \_\_\_\_\_.  
A. Exploit a narrow segment of the market  
B. Seek competitive advantage in large market segments  
C. Use technological innovation to more accurately target customers  
D. Bring suppliers and distributors together to combine efforts (2 marks)
46. In the context of organisational control, what does "monitoring" entail?  
A. Allowing employees to work without supervision  
B. Setting unrealistic performance targets for employees  
C. Regularly observing and assessing activities and outcomes  
D. Reacting to deviations from established standards without intervention (2 marks)
47. Which of the following statements is a benefit of employment tests?  
A. They help to find candidates suitable for the job  
B. Are standardised and selection is unbiased  
C. They help to fully understand a candidate's personality  
D. They match requirements of the job with practical knowledge of the candidates (2 marks)

48. Which of the following roles is played by feedback in the control process?
- A. It discourages employees from providing input or suggestions
  - B. It promotes open communication and identifies areas for improvement
  - C. It limits opportunities for employee development and growth
  - D. It ignores deviations from established standards
- (2 marks)
49. The following are types of collective financial incentives **EXCEPT** \_\_\_\_\_
- A. Performance based pay
  - B. Co-partnership
  - C. Stock option
  - D. Retirement benefits
- (2 marks)
50. Which of the following statements is inconsistent with the relationship between strategy and structure?
- A. A change in strategy is followed by a change in structure
  - B. Strategy is a major influence on structure
  - C. A change in structure will result in a change in strategy
  - D. Both strategy and structure are internal factors in an organisation
- (2 marks)
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ATD LEVEL II

**PRINCIPLES OF MANAGEMENT**

**MONDAY: 4 December 2023. Afternoon Paper.**

**Time Allowed: 2 hours.**

**This paper is made up of fifty (50) Multiple Choice Questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks. Do NOT write anything on this paper.**

1. Which of the following leadership style focuses on giving employees more autonomy and responsibility in decision-making?  
A. Autocratic leadership  
B. Transformational leadership  
C. Laissez-faire leadership  
D. Servant leadership (2 marks)
2. Which of the following management theorist is known as the father of scientific management?  
A. Henri Fayol  
B. Peter Drucker  
C. Abraham Maslow  
D. Frederick Taylor (2 marks)
3. The following are examples of external factors in a business environment analysis, **EXCEPT** \_\_\_\_\_.  
A. Economic conditions  
B. Organisational culture  
C. Government regulations  
D. Technological trends (2 marks)
4. Which of the following is **NOT** a function of management?  
A. Leading  
B. Delegating  
C. Controlling  
D. Organising (2 marks)
5. Which of the following phase of change process involves evaluating effectiveness of implemented changes and making necessary adjustments?  
A. Planning phase  
B. Change identification phase  
C. Monitoring and controlling phase  
D. Implementation phase (2 marks)
6. Which of the following statement best illustrates the main difference between a leader and a manager?  
A. Leaders focus on short-term goals, while managers focus on long-term goals  
B. Managers have formal authority, while leaders have informal influence  
C. Managers are responsible for planning, while leaders are responsible for controlling  
D. Leaders are only found in top-level management, while managers are found at all levels (2 marks)
7. Which management approach in an organisation is seen as a complex and adaptive establishment?  
A. Classical management  
B. Human relations management  
C. Contingency management  
D. Systems management (2 marks)

8. In a **SWOT** analysis, strengths and weaknesses are considered as part of the \_\_\_\_\_.
- A. Internal analysis
  - B. External analysis
  - C. Political analysis
  - D. Technological analysis
- (2 marks)
9. Which of the following management function involves ensuring that activities in an organisation are in alignment with its strategic goals?
- A. Planning
  - B. Organising
  - C. Leading
  - D. Controlling
- (2 marks)
10. When an organisation undergoes a fundamental shift in its culture and structure, it is said to be experiencing \_\_\_\_\_.
- A. Incremental change
  - B. Transformational change
  - C. Fundamental change
  - D. Status quo change
- (2 marks)
11. Which of the following type of skill is essential for understanding and working with people at all levels of an organisation?
- A. Interpersonal skill
  - B. Technical skill
  - C. Conceptual skill
  - D. Problem-solving skill
- (2 marks)
12. Which of the following aspect of management is associated with Hawthorne studies conducted by Elton Mayo?
- A. Employee motivation and job satisfaction
  - B. Scientific management principles
  - C. Bureaucratic organisational structures
  - D. Budgeting and financial planning
- (2 marks)
13. Which of the following set of factors is assessed through PESTEL analysis framework?
- A. Economic, political, legal, sociocultural, technological and environmental factors
  - B. Political, economic, social, technological, environmental and labour factors
  - C. Economic, legal, political, sociocultural, training and environmental factors
  - D. Political, economic, safety, technological, environmental and legal factors
- (2 marks)
14. The type of a plan that outlines specific, short-term actions to achieve a particular goal or objective is known as \_\_\_\_\_.
- A. Strategic plan
  - B. Tactical plan
  - C. Operational plan
  - D. Contingency plan
- (2 marks)
15. The following factors can lead to acceptance of change by employees in an organisation, **EXCEPT** \_\_\_\_\_.
- A. Open communication and employee involvement
  - B. Employees' understanding of the benefits of change
  - C. Fear, uncertainty, and a perceived loss of control
  - D. Strict enforcement of new policies
- (2 marks)
16. Which of the following term is associated with the day-to-day running of an organisation and maintaining stability?
- A. Leadership
  - B. Management
  - C. Administration
  - D. Supervision
- (2 marks)



17. McGregor's Theory X and Theory Y proposed two contrasting views of human nature. Which of the following represents Theory Y?
- A. People are inherently lazy and require strict control and coercion
  - B. People are self-motivated, enjoy work and seek responsibility
  - C. People are motivated by fear of punishment and have little ambition
  - D. People are primarily concerned with satisfying their physiological needs
- (2 marks)
18. Which of the following **BEST** describes the purpose of using PESTEL and SWOT analyses in an organisation?
- A. To predict future financial performance
  - B. To identify potential risks and opportunities
  - C. To make short-term tactical decisions
  - D. To minimise employee turnover
- (2 marks)
19. Which of the following statement outlines the primary focus of a contingency plan?
- A. Day-to-day operations
  - B. Preparing for unexpected events
  - C. Achieving long-term strategic objectives
  - D. Employee performance evaluation
- (2 marks)
20. Which of the following is the **BEST** means of reducing resistance to change in an organisation?
- A. Withholding information from employees
  - B. Minimising involvement of affected employees
  - C. Focusing on top-down decision-making
  - D. Involving employees in planning change
- (2 marks)
21. The following are typically considered management skills, **EXCEPT** \_\_\_\_\_.
- A. Technical skills
  - B. Decision-making skills
  - C. Creativity skills
  - D. Interpersonal skills
- (2 marks)
22. Which of the following needs must be satisfied first before an individual can focus on higher-level needs according to Abraham Maslow's hierarchy of needs theory?
- A. Safety needs
  - B. Self-actualisation
  - C. Esteem needs
  - D. Belongingness and love needs
- (2 marks)
23. Which of the following statement **BEST** describes why environmental scanning is crucial for businesses?
- A. Environmental scanning helps businesses to ignore external factors and focus on internal operations
  - B. Environmental scanning helps businesses to isolate strengths and weaknesses without considering opportunities and threats
  - C. Environmental scanning helps businesses to stay aware of changes in the business environment and adapt strategically
  - D. Environmental scanning helps businesses to maintain status quo
- (2 marks)
24. Which of the following is a factor that can affect the organising function in an organisation?
- A. The size of the workforce and the nature of the work
  - B. The colour of office walls
  - C. Employee preferences for work hours
  - D. The organisation's mission statement
- (2 marks)
25. Which phase of the change process involves creating a sense of urgency and identifying the need for change?
- A. Implementation
  - B. Resistance
  - C. Planning and strategy
  - D. Assessment and diagnosis
- (2 marks)
26. Which of the following statement illustrates what effective administrators are skilled in?
- A. Setting long-term organisational goals
  - B. Making high-level strategic decisions
  - C. Handling routine tasks and processes
  - D. Inspiring and motivating employees
- (2 marks)

27. Who among the following theorists is known for his scientific management principles emphasising time and motion studies to increase efficiency in the workplace?  
A. Henri Fayol  
B. Max Weber  
C. Frederick Taylor  
D. Abraham Maslow (2 marks)
28. Which of the following is the primary goal of applying appropriate tools for environmental analysis in a business?  
A. To ensure the business makes short-term profits  
B. To ensure the business dominates market share  
C. To ensure the business reduces costs immediately  
D. To ensure the business survives and grows in the long term (2 marks)
29. Which of the following statement shows why planning is considered crucial in management process?  
A. It eliminates the need for organisational structure  
B. It ensures immediate success  
C. It minimises the need for decision-making  
D. It provides a roadmap for achieving goals (2 marks)
30. Which type of organisational change involves making phased adjustments to existing processes and procedures?  
A. Transformational change  
B. Incremental change  
C. Revolutionary change  
D. Reactive change (2 marks)
31. Which of the following statement **BEST** shows the primary role of a leader in an organisation?  
A. Inspiring and guiding employees  
B. Monitoring daily operations  
C. Enforcing policies and procedures  
D. Setting financial goals (2 marks)
32. Which classical management theorist introduced the concept of the scalar chain and the principles of unity of command and direction?  
A. Max Weber  
B. Elton Mayo  
C. Mary Parker Follett  
D. Henri Fayol (2 marks)
33. Internal environment analysis is concerned with the following factors, **EXCEPT** \_\_\_\_\_.  
A. Factors that are beyond control of the organisation  
B. Factors that are under control of the organisation  
C. Factors that are internal to the organisation  
D. Factors that are important for decision making (2 marks)
34. Which of the following approach to planning focuses on adapting to changes in the environment and being flexible in goal-setting?  
A. Contingency approach  
B. Traditional approach  
C. Incremental approach  
D. Static approach (2 marks)
35. During the change process, what typically follows the planning and strategy phase?  
A. Diagnosis  
B. Implementation  
C. Feedback  
D. Monitoring (2 marks)
36. Which of the following is **NOT** a staffing function?  
A. Recruiting  
B. Selecting  
C. Delegating  
D. Training (2 marks)

37. Which of the following statement is **TRUE** about Max Weber's bureaucratic theory of management?  
A. The theory emphasises a **decentralised** organisational structure  
B. The theory emphasises informal communication networks  
C. The theory emphasises a clear hierarchy of authority and formal rules and regulations  
D. The theory emphasises human relations and social interactions (2 marks)
38. In a **SWOT** analysis, opportunities and threats are considered part of the \_\_\_\_\_.  
A. External environment  
B. Internal environment  
C. Organisational strengths  
D. Managerial decisions (2 marks)
39. Which of the following principle of organising suggests that employees should have a single, clear supervisor?  
A. Unity of direction  
B. Scalar chain  
C. Span of control  
D. Division of labor (2 marks)
40. Which of the following type of control focuses on comparing actual performance to predetermined standards and taking corrective actions as needed?  
A. Feedforward control  
B. Concurrent control  
C. Pre-control  
D. Feedback control (2 marks)
41. Which of the following statement **BEST** describes the meaning of an organisational structure?  
A. The physical layout of an office  
B. The people in leadership positions  
C. The arrangement of tasks and responsibilities within an organisation  
D. The number of employees in an organisation (2 marks)
42. Which of the following needs are considered the highest priority for individuals according to Abraham Maslow's hierarchy of needs theory?  
A. Physiological needs  
B. Safety needs  
C. Social needs  
D. Self-actualisation needs (2 marks)
43. Which of the following statement shows the primary purpose of conducting a **SWOT** analysis?  
A. To identify key competitors  
B. To develop a long-term business strategy  
C. To analyse short-term financial performance  
D. To implement marketing tactics (2 marks)
44. Which of the following statement illustrates why staffing is considered a vital function in management?  
A. It reduces the need for control  
B. It ensures cost efficiency  
C. It brings in the right people  
D. It limits employee participation (2 marks)
45. Which of the following shows the correct sequence of steps in the control process?  
A. Establish standards, measure performance, compare to standards, take corrective action  
B. Measure performance, take corrective action, establish standards, compare to standards  
C. Compare to standards, take corrective action, establish standards, measure performance  
D. Establish standards, compare to standards, measure performance, take corrective action (2 marks)
46. Which of the following statement shows why organising is a critical function in management?  
A. It simplifies the planning process  
B. It eliminates the need for leadership  
C. It ensures efficient use of resources  
D. It reduces the need for decision-making (2 marks)

47. Which of the following statement explains an argument of contingency thinking in modern management?
- A. There is one best way to manage any organisation in all situations
  - B. Management principles are universal and timeless
  - C. Organisations can function effectively without formal structure
  - D. Management practices should be adapted to fit the unique circumstances of each situation (2 marks)
48. Which of the following statement shows how a business would benefit from the identification of strengths and weaknesses in its internal environment?
- A. It helps the business to optimise use of resources and planning long-term business strategy
  - B. It helps the business to concentrate on opportunities and threats
  - C. It gives the business an opportunity to focus on external factors
  - D. It helps the business to reduce cost of production (2 marks)
49. Which of the following statement **BEST** describes the meaning of delegation?
- A. Taking on all tasks and responsibilities oneself
  - B. Assigning tasks and authority to subordinates
  - C. Avoiding any form of control and controversies
  - D. Sharing power and authority (2 marks)
50. A balanced scorecard is a tool that measures performance in multiple key areas, including \_\_\_\_\_.
- A. Financial, customer, internal processes, innovation and learning
  - B. Employee attendance, social media engagement and environmental sustainability
  - C. Employee satisfaction, job titles and office design
  - D. Legal compliance and government relations (2 marks)
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**ATD LEVEL II**

**PRINCIPLES OF MANAGEMENT**

**MONDAY: 21 August 2023. Afternoon Paper.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.**

**QUESTION ONE**

- (a) Outline **THREE** types of interpersonal skills that a manager requires in order to run an organisation effectively. (3 marks)
- (b) Identify **THREE** benefits of embracing change in an organisation. (3 marks)
- (c) Management functions are fundamental towards the success of any organisation.  
Describe **THREE** functions of management in an organisation. (6 marks)
- (d) Discuss **FOUR** circumstances under which a contract of employment could be terminated. (8 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Summarise **FOUR** features of an effective control system. (8 marks)
- (b) Distinguish between “specific plans” and “directional plans” as used in the planning function. (4 marks)
- (c) Delegation is often misunderstood by managers and their subordinates.  
Analyse **FOUR** guidelines to effective delegation. (8 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Highlight **FIVE** limitations of using committees to make decisions in organisations. (5 marks)
- (b) Identify **FIVE** functions of top management in an organisation. (5 marks)
- (c) A number of external factors affect operations of a business.  
Describe **FIVE** ways in which economic environment might affect business operations. (10 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Summarise **FOUR** characteristics of a bureaucratic organisation as outlined by Max Weber. (8 marks)
- (b) Explain **THREE** benefits of an effective reward management system in an organisation. (6 marks)
- (c) Describe **THREE** factors that could hinder effective planning in an organisation. (6 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) List **FIVE** methods that could be used in an organisation in order to achieve effective coordination. (5 marks)
  - (b) Identify **FIVE** non-monetary incentives that a manager could use to motivate employees. (5 marks)
  - (c) Discuss **FIVE** measures an organisation could take to make the best use of its resources. (10 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) Enumerate **SIX** skills required by middle level managers in an organisation. (6 marks)
  - (b) Explain **THREE** types of external environmental factors which might affect an organisation. (6 marks)
  - (c) Discuss **FOUR** ways in which Elton Mayo's human relations approach to management could be applied in organisations today. (8 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Highlight **FOUR** limitations of auditing as an internal control system in an organisation. (4 marks)
  - (b) Business environment can be unpredictable and therefore proper SWOT analysis is necessary for businesses to understand their environments better.  
  
With reference to the above statement, summarise **FOUR** types of threats that a business organisation may face. (8 marks)
  - (c) Explain **FOUR** advantages of divisional structures to an organisation. (8 marks)
- (Total: 20 marks)**
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**ATD LEVEL II**

**PRINCIPLES OF MANAGEMENT**

**MONDAY: 24 April 2023. Afternoon Paper.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.**

**QUESTION ONE**

- (a) Outline **SIX** challenges that may be associated with centralisation of authority in an organisation. (6 marks)
- (b) Outline **SIX** weaknesses of Maslow's Hierarchy of Needs theory. (6 marks)
- (c) Analyse **FOUR** contributions of Elton Mayo to the field of management. (8 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) (i) Explain the term "environmental scanning". (2 marks)
- (ii) Examine **FIVE** trends that the management might pay special attention to when carrying out environmental scanning. (10 marks)
- (b) Discuss **FOUR** types of functional plans that might be found in an organisation. (8 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) State **THREE** benefits of external methods of recruitment to an organisation. (3 marks)
- (b) Outline **FIVE** challenges facing managers in the 21<sup>st</sup> Century. (5 marks)
- (c) Highlight **SEVEN** criticisms raised against the use of Herzberg's Two Factor Theory in motivation of employees in an organisation. (7 marks)
- (d) Describe **FIVE** ways in which management might satisfy esteem needs of employees. (5 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Outline **SIX** factors that might make employees disciplinary systems effective. (6 marks)
- (b) Describe **FIVE** ways in which a leader might make decisions. (10 marks)
- (c) Summarise **FOUR** possible negative effects of organisational change on employees. (4 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) Highlight **SEVEN** characteristics of autocratic style of leadership. (7 marks)
- (b) Planning is the most important task for any manager as it sets out what is to be done to reduce conflict and confusion.

In relation to the above statement, describe **SEVEN** principles of planning. (7 marks)

- (c) Examine **THREE** sources of power available to a leader in an organisation. (6 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) (i) Explain the term “change management”. (2 marks)
- (ii) Discuss Kurt Lewin’s Change Management Model. (9 marks)
- (b) Explain **FIVE** benefits of an effective reward management system in an organisation. (5 marks)
- (c) Highlight **FOUR** barriers to effective planning. (4 marks)

**(Total: 20 marks)**

**QUESTION SEVEN**

- (a) With reference to top management:
  - (i) Identify **THREE** categories of skills that are essential for them to manage effectively. (3 marks)
  - (ii) State **SIX** functions of these managers in an organisation. (6 marks)
- (b) Explain **SIX** hygiene factors as explained by Herzberg in the Two Factor theory. (6 marks)
- (c) Highlight **FIVE** ways in which control in an organisation can become dysfunctional. (5 marks)

**(Total: 20 marks)**

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**ATD LEVEL II**

**PRINCIPLES OF MANAGEMENT**

**MONDAY: 5 December 2022. Afternoon Paper.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.**

**QUESTION ONE**

- (a) Explain **FOUR** decisional roles of management as advocated by Henry Mintzberg. (4 marks)
- (b) Outline **SIX** internal environmental factors that may affect business operations in an organisation. (6 marks)
- (c) (i) Highlight **FIVE** reasons why managers may not delegate authority to their subordinates. (5 marks)
- (ii) State **FIVE** principles of delegating responsibility. (5 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Democratic leadership style is perceived to be ideal in many organisations.
- With reference to the above statement, highlight **SEVEN** advantages of democratic style of leadership. (7 marks)
- (a) State **SEVEN** limitations of matrix organisation structure. (7 marks)
- (b) Enumerate **SIX** ways of minimising employee resistance to organisational change. (6 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Highlight **SEVEN** merits of a bureaucratic system in an organisation. (7 marks)
- (b) Outline **SEVEN** advantages of using budgets as a form of control system in an organisation. (7 marks)
- (c) Groups within an organisation might be used as a medium of change.
- Examine **THREE** principles of using groups as a medium of change. (6 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Assess **FIVE** characteristics of Fayol's Administrative Theory. (10 marks)
- (b) Outline **SIX** functions of middle level management in an organisation. (6 marks)
- (c) Highlight **FOUR** ways in which control could become dysfunctional in an organisation. (4 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Outline **SIX** benefits that might be obtained by an organisation from effective planning. (6 marks)
- (b) With reference to Abraham Maslow's hierarchy of needs theory, and for each level of need, analyse a strategy that managers could employ to promote satisfaction of their employees in an organisation. (10 marks)
- (c) Enumerate **FOUR** essential elements of directing. (4 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) (i) Explain the term “span of control”. (2 marks)
  - (ii) Analyse **FIVE** factors affecting the span of control in organisations. (10 marks)
  - (b) Examine **FOUR** limitations of “the chain of command principle”. (8 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Describe **FIVE** components in the organising process. (10 marks)
  - (b) Assess **FIVE** principles of organising. (10 marks)
- (Total: 20 marks)**
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**ATD LEVEL II**

**PRINCIPLES OF MANAGEMENT**

**MONDAY: 1 August 2022. Afternoon paper.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.**

**QUESTION ONE**

- (a) Summarise four external forces that could influence the already established plans in an organisation. (4 marks)
- (b) Discuss four criticisms against the human relations approach to management. (8 marks)
- (c) Analyse four reasons why an organisation develops organisational structure. (8 marks)
- (Total: 20 marks)**

**QUESTION TWO**

Shawl Mossy has been appointed as a new General Manager of Group life Limited following the retirement of the former General Manager. He intends to bring changes that would lead to the growth of the organisation.

In relation to the above statement:

- (a) Analyse five functions that Shawl Mossy would be expected to perform in the organisation. (10 marks)
- (b) Discuss five reasons why Group Life employees might resist change. (10 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Explain four errors that managers might make during the decision making process. (4 marks)
- (b) Assess four merits of an effective control system in an organisation. (8 marks)
- (c) Using relevant examples, discuss four reasons why an organisation might conduct a medical examination as part of the recruitment process. (8 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) (i) Distinguish between “delegation” and “responsibility”. (4 marks)
- (ii) Analyse four indicators associated with leaders with poor delegation skills. (8 marks)
- (b) Discuss four roles of staffing as a management function. (8 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Summarise six roles of the lower level of management. (6 marks)
- (b) Explain four principles of Scientific Management Theory as advanced by Fredrick Taylor. (4 marks)
- (c) Justify five reasons why it is essential for an organisation to conduct environmental scanning. (10 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) (i) Explain the meaning of “democratic leadership style”. (2 marks)
  - (ii) Analyse three demerits of democratic leadership style. (6 marks)
  - (b) Discuss six strategies that a manager could apply to increase employee productivity in an organisation. (12 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Explain four components of “systems theory of management”. (4 marks)
  - (b) Analyse four impacts of employees’ resistance to organisational change. (8 marks)
  - (c) Discuss four roles that communication plays in the delegation process. (8 marks)
- (Total: 20 marks)**
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ATD LEVEL II

PRINCIPLES OF MANAGEMENT

MONDAY: 4 April 2022. Afternoon paper.

Time Allowed: 3 hours.

Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.

**QUESTION ONE**

- (a) Explain six reasons why organisations need to motivate employees. (6 marks)
- (b) Setting organisation objectives is essential for effective planning.  
Highlight four features of well-written objectives. (4 marks)
- (c) Describe five negative effects of rumours in an organisation. (10 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Discuss five internal forces that might trigger change in an organisation. (10 marks)
- (b) Describe five challenges that might arise from an increased number of aging workforce in an organisation. (10 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Summarise five reasons that support Hawthorne experiments. (5 marks)
- (b) Explain five environmental changes that might impact on the effective planning by an organisation. (5 marks)
- (c) Analyse five benefits of following right procedures and policies at the workplace. (10 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) With reference to modern management theories:
- (i) Describe the “quantitative approach”. (2 marks)
- (ii) Suggest three ways in which managers might apply quantitative approach in decision making. (3 marks)
- (b) Summarise five reasons why planning is an important practice in an organisation. (5 marks)
- (c) (i) Explain three categories of organisational change. (3 marks)
- (ii) Highlight seven barriers to change in an organisation. (7 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Justify five reasons that support delegation of duty in an organisation. (10 marks)
- (b) Analyse five factors why delegation of authority is important in management. (10 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) Highlight five advantages of democratic leadership style. (5 marks)
- (b) Explain five qualities of an effective manager. (5 marks)
- (c) Discuss five benefits of applying scientific management in an organisation. (10 marks)

**(Total: 20 marks)**

**QUESTION SEVEN**

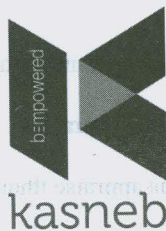
- (a) Outline three assumptions of “Theory x” as advocated by McGregor. (3 marks)
- (b) Summarise seven factors that might hinder an organisation from recruiting a qualified employee. (7 marks)
- (c) One of the principles of management is “division of labour”.

Discuss five disadvantages associated with the principle. (10 marks)

**(Total: 20 marks)**

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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**

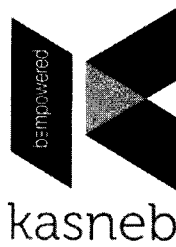
- (a) Explain six examples of internal weaknesses in an organisation. (6 marks)
- (b) Summarise six benefits of organising as a function of management. (6 marks)
- (c) Using relevant examples, describe four technological approaches that managers could use to manage employees. (8 marks)

**(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**

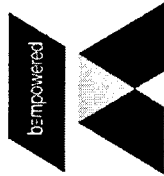
- (a) List six factors that might influence the kind of compensation that is offered to employees in an organisation. (6 marks)
  - (b) Explain five ways in which a good control system contributes to the success of an organisation. (10 marks)
  - (c) State four techniques that could be used by interviewers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

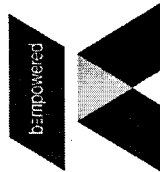
- (a) Outline four reasons why organisations require good leadership. (4 marks)
  - (b) Analyse four on-the-job training methods that could be used to improve employees' work performance. (8 marks)
  - (c) Justify four reasons why management is considered a profession. (8 marks)
- (Total: 20 marks)**

**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)**

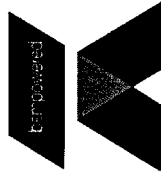
**QUESTION SIX**

- (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)**

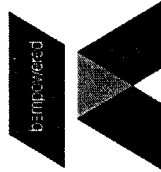
**QUESTION SEVEN**

- (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)**

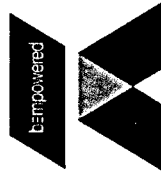
**QUESTION SIX**

- (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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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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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)**

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Out of 2

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**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)**

**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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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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