



CERTIFIED SECRETARIES (CS)

FOUNDATION LEVEL

MANAGEMENT PRINCIPLES AND PRACTICE

MONDAY: 20 April 2026. Morning Paper.

Time Allowed: 3 hours.

This paper consists of five (5) questions. Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.

QUESTION ONE

- (a) Explain **FIVE** principles of organising in management. (10 marks)
 - (b) Analyse **FIVE** benefits that organisations may derive from applying the contingency theory of management. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Outline **FIVE** characteristics of effective planning in organisations. (5 marks)
 - (b) Highlight **FIVE** emerging trends affecting management practices today. (5 marks)
 - (c) Analyse **FIVE** factors that managers could consider when designing organisational structures. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Identify **FOUR** characteristics of organisations as open systems. (4 marks)
 - (b) Highlight **SIX** benefits of delegation of authority in an organisation. (6 marks)
 - (c) Discuss **FIVE** factors that influence the success of an enterprise in a competitive environment. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Outline **FIVE** characteristics of a project. (5 marks)
 - (b) Highlight **FIVE** elements of the marketing mix used by organisations. (5 marks)
 - (c) Analyse **FIVE** stages involved in the decision-making process in organisations. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Identify **FIVE** contributions of the Hawthorne Studies to management practice. (5 marks)
 - (b) Highlight **FIVE** benefits that organisations derive from marketing research. (5 marks)
 - (c) Examine **FIVE** strategies managers may use to manage resistance to organisational change. (10 marks)
- (Total: 20 marks)**

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CERTIFIED SECRETARIES (CS)

FOUNDATION LEVEL

MANAGEMENT PRINCIPLES AND PRACTICE

MONDAY: 1 December 2025. Morning Paper.

Time Allowed: 3 hours.

This paper consists of seven (7) questions. Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.

QUESTION ONE

- (a) Enumerate **FIVE** guiding principles used for recruitment and selection in human resource management. (5 marks)
 - (b) Highlight **FIVE** reasons why management is essential for business growth and sustainability. (5 marks)
 - (c) Explain **FIVE** differences between “management” and “administration”. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Outline **FIVE** reasons why decision-making is important in management. (5 marks)
 - (b) Highlight **FIVE** aspects of leadership. (5 marks)
 - (c) Evaluate **FIVE** reasons why project managers invest significant time during the initiation stage before commencing project implementation. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Identify **FOUR** approaches to planning as used in management. (4 marks)
 - (b) Assess **THREE** strategies that organisations could use to promote creativity and innovation. (6 marks)
 - (c) Explain **FIVE** managerial roles as advocated by Henry Mintzberg. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Enumerate **FIVE** ways in which projects contribute to the achievement of organisational performance. (5 marks)
 - (b) Outline **FIVE** concepts of entrepreneurship. (5 marks)
 - (c) Organisational change is about adapting, improving and transforming an organisation’s ways of working to meet new challenges and achieve sustainable growth.

With reference to the above statement, analyse **FIVE** types of organisational change. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Summarise **FIVE** benefits of Max Weber’s bureaucratic theory in promoting efficiency, consistency and accountability within organisational management. (5 marks)
- (b) Highlight **FIVE** effective strategies for developing marketing information to enhance organisational competitiveness. (5 marks)

- (c) Marketing is about creating and delivering value to customers in a way that also achieves the organisation's goals, forming the bridge between producers and consumers.

With reference to the above statement, examine **FIVE** marketing management orientations practised by organisations. (10 marks)

(Total: 20 marks)

QUESTION SIX

- (a) Highlight **FIVE** benefits of adopting a participatory approach to planning in modern management practice. (5 marks)

- (b) Summarise **FIVE** assumptions of McGregor's Theory Y. (5 marks)

- (c) Explain **FIVE** types of decisions made within an organisation. (10 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) Explain **FIVE** factors that the management team could put into consideration when developing an organisation structure. (5 marks)

- (b) Outline **FIVE** attributes of an effective leader. (5 marks)

- (c) Discuss **FIVE** ways in which emerging global issues could influence managerial decision-making in an organisation. (10 marks)

(Total: 20 marks)

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CS FOUNDATION LEVEL

MANAGEMENT PRINCIPLES AND PRACTICE

MONDAY: 18 August 2025. Morning Paper.

Time Allowed: 3 hours.

This paper consists of seven (7) questions. Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.

QUESTION ONE

- (a) Managers' roles have changed in the modern business environment.
Outline **FIVE** emerging roles of managers. (5 marks)
- (b) Highlight **FIVE** characteristics of trait theory of leadership. (5 marks)
- (c) Analyse **FIVE** contributions of scientific management theory to organisations. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Explain **FIVE** reasons why an organisation might take a long time to implement the ISO-Quality management system. (5 marks)
- (b) Summarise **FIVE** marketing strategies used by marketers in promoting their products. (5 marks)
- (c) Evaluate **FIVE** phases of a project life cycle. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) The only constant thing in an organisation is change. Managers need to have the ability to understand the dimensions of change.
With reference to the above statement, outline **FIVE** roles that managers play in change management. (5 marks)
- (b) Highlight **FIVE** benefits derived by an organisation from the use of virtual teams. (5 marks)
- (c) A firm is described as having a competitive advantage when it successfully attracts more customers, earns more profit or returns more value to its shareholders than rival firms do.

Required:

- Examine **FIVE** generic strategies that a firm could implement to gain advantage over its rivals. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Identify **FIVE** benefits that an organisation with a matrix structure has as opposed to an organisation with a functional structure. (5 marks)
- (b) Outline **FIVE** Max Weber's principles of ideal bureaucracy in management. (5 marks)
- (c) Assess **FIVE** limitations of implementing Mary Parker Follett's management theory in modern organisations. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Explain **FOUR** challenges faced by Small and Medium Enterprises (SMEs) during the implementation stage of a business plan. (4 marks)
- (b) Discuss **FOUR** limitations that might be faced by marketing managers when coming up with a marketing mix for products and services. (8 marks)
- (c) During a recent management conference, one of the leadership experts said, “organisations require a leader before they need a manager”.

Required:

Evaluate **FOUR** justifications for this assertion.

(8 marks)

(Total: 20 marks)

QUESTION SIX

- (a) Outline **FOUR** characteristics of authority in an organisation. (4 marks)
- (b) Enumerate **SIX** requirements for an effective feed-forward control system. (6 marks)
- (c) Despite development of numerous decision-making theories and models, making effective decisions remains a challenge in the 21st century.

Required:

Analyse **FIVE** dimensions that managers could consider to enable them make effective decisions.

(10 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) With reference to the path-goal approach to leadership, describe **FOUR** types of leader behaviour. (4 marks)
- (b) Assess **SIX** ecological factors that could influence operations in an organisation. (6 marks)
- (c) Evaluate **FIVE** challenges of conducting market research in a dynamic and competitive environment. (10 marks)

(Total: 20 marks)

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CS FOUNDATION LEVEL

MANAGEMENT PRINCIPLES AND PRACTICE

TUESDAY: 22 April 2025. Morning Paper.

Time Allowed: 3 hours.

This paper consists of seven (7) questions. Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.

QUESTION ONE

(a) Highlight **FOUR** limitations that might be faced by a new business which plans to operate on an e-commerce platform. (4 marks)

(b) Organisations need to address factors that might hinder employee engagement to ensure that employees continue to be productive and embrace responsibility in the 21st century.

With reference to the above statement, outline **SIX** factors that encourage employees to be more productive. (6 marks)

(c) John Kotter's 8-Step Change Model is one of the most widely used frameworks for implementing organisational change. While it is effective in guiding transformation, organisations often face several challenges when applying the model.

With reference to this statement, explain **FIVE** challenges faced by organisations when introducing change through Kotter's 8-Step Change Model. (10 marks)

(Total: 20 marks)

QUESTION TWO

(a) Organisations typically have three main levels of management, each with distinct roles and responsibilities. With reference to this statement, highlight **FIVE** roles of middle-level management in an organisation. (5 marks)

(b) Effective delegation is crucial for organisational efficiency, employee development and leadership effectiveness.

Identify **FIVE** strategies that could be implemented to ensure effective delegation. (5 marks)

(c) Discuss **FIVE** actions that a manager might adopt when handling project risks. (10 marks)

(Total: 20 marks)

QUESTION THREE

(a) Explain **FOUR** factors that could be considered during project planning stage to ensure smooth implementation. (4 marks)

(b) Analyse **SIX** ways in which internal environment affects the planning process in an organisation. (6 marks)

(c) Discuss **FIVE** reasons that make organisations prefer hierarchical structures even with the advancement of technology. (10 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Managerial roles are mostly about making decisions and being held accountable for them.
Summarise **FIVE** challenges faced in effective decision making in the world today. (5 marks)
 - (b) Highlight **FIVE** decision making models used in organisations. (5 marks)
 - (c) A business plan is a formal document that outlines an organisation's goals, strategies, financial projections and operational structure.
Discuss **FIVE** limitations of a business plan in a changing environment. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Marketing is the process of identifying, creating, communicating, delivering and exchanging offerings that have value for customers, clients and society at large.
 - (i) Outline **FIVE** reasons why marketing is important. (5 marks)
 - (ii) Highlight **FIVE** elements of marketing. (5 marks)
 - (b) Examine **FIVE** factors that an organisation could consider when selecting the type of media to use in product promotion. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Outline **FIVE** benefits that an organisation might derive from applying Mary Parker Follett's management theory. (5 marks)
 - (b) Summarise **FIVE** benefits of change to an organisation. (5 marks)
 - (c) Explain **FIVE** principles of the quantitative approach in management. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Highlight **FIVE** features of project management. (5 marks)
 - (b) In today's world, companies respond to frequent changes in their operational environment.
Explain **FIVE** strategies to overcome obstacles in the change process. (5 marks)
 - (c) Examine **FIVE** benefits of intellectual property rights to an organisation. (10 marks)
- (Total: 20 marks)**

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CS FOUNDATION LEVEL

MANAGEMENT PRINCIPLES AND PRACTICE

MONDAY: 2 December 2024. Morning Paper.

Time Allowed: 3 hours.

This paper has seven (7) questions. Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.

QUESTION ONE

- (a) Max Weber's bureaucratic theory of management remains applicable in modern organisations, especially in environments where order, efficiency, predictability and control are critical.

Highlight **FIVE** situations when Weber's theory is applicable. (5 marks)

- (b) Explain **FIVE** strategies that could improve intrapreneurship for the benefit of an organisation. (5 marks)

- (c) When establishing an organisational structure, managers could consider a range of factors to ensure the structure aligns with the organisation's goals, operations and culture.

Analyse **FIVE** of these factors. (10 marks)

(Total: 20 marks)

QUESTION TWO

- (a) When initiating the planning process in an organisation, managers are likely to face several challenges that can impede progress and derail the achievement of organisational goals.

Outline **FIVE** strategies that the managers of an organisation might use to overcome these challenges. (5 marks)

- (b) The systems-thinking approach in management views an organisation as a system of interconnected parts that work together to achieve common goals.

Summarise the **SEVEN** stages of the systems-thinking approach. (7 marks)

- (c) In today's fast-paced and complex management environment, managers need a range of tools, strategies and approaches to make effective decisions.

With reference to the above statement, evaluate **FOUR** strategies for effective decision-making in an organisation. (8 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Modern methods of performance appraisal focus on more dynamic, continuous and multi-faceted approaches compared to traditional evaluation methods.

Highlight **FIVE** benefits of modern methods of appraisal to an organisation. (5 marks)

- (b) Self-actualisation refers to the realisation of an individual's potential, self-fulfillment and personal growth.

Outline **FIVE** results of self-actualisation in the workplace. (5 marks)

- (c) Discuss **FIVE** demerits of external recruitment. (10 marks)

(Total: 20 marks)

QUESTION FOUR

(a) Explain **FIVE** strategies that an organisation could apply to improve its staffing function. (5 marks)

(b) To strengthen marketing research activities in an organisation, management can apply several strategies that focus on improving data collection, data analysis and decision-making.

With reference to the above statement, identify **FIVE** strategies that management may use to achieve the above objectives. (5 marks)

(c) Organisations constantly evolve in response to internal and external factors.

Examine **FIVE** types of changes that might occur in an organisation. (10 marks)

(Total: 20 marks)

QUESTION FIVE

(a) Explain **FIVE** effects of contingency theory of management in an organisation. (5 marks)

(b) Describe **FIVE** effects of the equity principle of management in an organisation. (5 marks)

(c) Discuss **FIVE** factors that may affect the effectiveness of a control system in an organisation. (10 marks)

(Total: 20 marks)

QUESTION SIX

(a) Enumerate **FIVE** considerations that may lead to project success. (5 marks)

(b) Highlight **FIVE** demerits of charismatic leadership in an organisation. (5 marks)

(c) Evaluate **FIVE** benefits of resistance to change in an organisation. (10 marks)

(Total: 20 marks)

QUESTION SEVEN

(a) Identify **THREE** levels of management in an organisation. (3 marks)

(b) Highlight **SEVEN** benefits of division of labour to the organisation. (7 marks)

(c) Examine **FIVE** contributions of the Hawthorne Studies in management. (10 marks)

(Total: 20 marks)

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CS FOUNDATION LEVEL

MANAGEMENT PRINCIPLES AND PRACTICE

MONDAY: 19 August 2024. Morning Paper.

Time Allowed: 3 hours.

This paper has seven (7) questions. Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.

QUESTION ONE

- (a) When Adam Kiilu took over management of ABC company as the general manager, he immediately recommended change of organisational structure from the process structure to a functional structure.
- Describe **FOUR** benefits that might accrue to ABC Company from this change in structure. (4 marks)
- (b) Explain the **THREE** categories of management roles as advocated by Henry Mintzberg. (6 marks)
- (c) Examine **FIVE** internal factors that might promote entrepreneurial development in an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Expanding into new markets through e-marketing can offer numerous opportunities for organisations, but it also comes with its own set of challenges.
- Describe **FIVE** challenges that organisations could face as they broaden their market through e-marketing. (5 marks)
- (b) With reference to the recruitment process, summarise **FIVE** benefits of screening. (5 marks)
- (c) Though formulated over a century ago, Fredrick Taylor's principles of scientific management are still relevant in various aspects of contemporary organisations.
- Analyse **FIVE** areas where Fredrick Taylor's theory of scientific management is still relevant to date. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Describe **FIVE** tools which could be used to estimate the cost of a project. (5 marks)
- (b) Outline **FIVE** components of theory of change. (5 marks)
- (c) Effective decision-making is crucial for the success of modern, dynamic and complex business environment.
- Analyse **FIVE** requirements for effective decision-making in an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Management plays a critical role in the success and sustainability of organisations.
- Describe **FIVE** reasons why management is important. (10 marks)
- (b) Innovation involves generating novel solutions to problems and identifying opportunities for positive change.
- Summarise **SIX** factors that might affect innovation in the workplace. (6 marks)
- (c) Highlight **FOUR** benefits of contingency theory to an organisation. (4 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Propose **FIVE** ways that the management of an organisation can increase creativity in the organisation. (5 marks)
- (b) Outline **SEVEN** benefits of project management. (7 marks)
- (c) Marketing orientations shape the overall marketing strategy, decision-making processes and activities within an organisation.

Required:

With reference to the above statement, explain **FOUR** effects of marketing orientations on marketing management. (8 marks)

(Total: 20 marks)

QUESTION SIX

- (a) Explain **THREE** ways that were advanced by Mary Parker Follet of conflict resolution (6 marks)
- (b) Highlight **FOUR** pillars of transformational leadership. (4 marks)
- (c) Evaluate **FIVE** benefits that an organisation could derive from using a geographical organisation structure. (10 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) Explain **THREE** bases of personal power that a manager may use to influence decisions. (6 marks)
- (b) Outline **EIGHT** group decision making techniques. (8 marks)
- (c) Enumerate **SIX** disadvantages of a decentralised structure within an organisation. (6 marks)

(Total: 20 marks)

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CS FOUNDATION LEVEL

MANAGEMENT PRINCIPLES AND PRACTICE

MONDAY: 22 April 2024. Morning Paper.

Time Allowed: 3 hours.

This paper has seven (7) questions. Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.

QUESTION ONE

- (a) Outline **FOUR** limitations of group decision-making. (4 marks)
 - (b) Describe **THREE** challenges faced by managers while implementing organisational plans. (6 marks)
 - (c) Discuss **FIVE** strategies that could be applied by managers when setting a price for an existing product or service. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Summarise **FIVE** purposes of a project schedule. (5 marks)
 - (b) Enumerate **FIVE** advantages of a partnership over any other business. (5 marks)
 - (c) Examine **FIVE** factors that might limit the freedom of managers when recruiting employees. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Outline **FOUR** external factors that affect staffing function in an organisation. (4 marks)
 - (b) Analyse **FOUR** benefits of resource mobilisation during the implementation of a project. (8 marks)
 - (c) Explain **FOUR** sources of power. (8 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Highlight **FOUR** reasons why organisations institute control measures in their operations. (4 marks)
 - (b) Explain **FOUR** limitations of Fayol's administrative theory in managing 21st century complex organisations. (8 marks)
 - (c) Outline **EIGHT** principles of organising function of management. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Examine **FOUR** benefits of an autocratic style of leadership. (8 marks)
 - (b) Explain **TWO** assumptions of Kurt Lewin's model of organisational change. (4 marks)
 - (c) Analyse **FOUR** challenges that might be encountered when evaluating an employee's performance for a virtual job. (8 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Highlight **FIVE** ways that could be used to enhance entrepreneurial development in the workplace. (5 marks)
 - (b) Outline **FIVE** reasons for government involvement in business regulation. (5 marks)
 - (c) Describe **FIVE** benefits that may accrue to an organisation from adopting management by objectives (MBO) approach to management. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Summarise **FOUR** characteristics of authority. (4 marks)
 - (b) Explain **THREE** differences between “strategic decisions” and “operational decisions”. (6 marks)
 - (c) Evaluate **FIVE** socio-cultural factors that could influence the activities of an organisation. (10 marks)
- (Total: 20 marks)**

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CS FOUNDATION LEVEL

MANAGEMENT PRINCIPLES AND PRACTICE

MONDAY: 4 December 2023. Morning Paper.

Time Allowed: 3 hours.

This paper has seven (7) questions. Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.

QUESTION ONE

- (a) Highlight **FOUR** reasons why organisations undertake marketing research. (4 marks)
- (b) Planning is the process of bridging the gap between where we are and where we want to be in the future.
Outline **SIX** difficulties managers could encounter when planning. (6 marks)
- (c) Examine **FIVE** factors that make the business environment turbulent. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Explain **THREE** challenges faced by middle-level managers as they perform their roles. (6 marks)
- (b) Outline **FOUR** reasons why organisations use baseline surveys in project management. (4 marks)
- (c) Examine **FIVE** advantages of business incubation. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Highlight **FOUR** benefits of considering assignments as projects in an organisation. (4 marks)
- (b) Explain **FOUR** limitations of protection of intellectual property laws. (8 marks)
- (c) Summarise **FOUR** main characteristics of the Systems Approach to Management. (8 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) List **SIX** sources of information which an employer may use to measure employee's performance. (6 marks)
- (b) Discuss **THREE** demerits of a rigid control system. (6 marks)
- (c) Examine **FOUR** benefits of staffing. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) (i) Define the term "span of control". (2 marks)
- (ii) Outline **SIX** factors that might affect the span of control in an organisation. (6 marks)
- (b) Explain **THREE** reasons why organisations are promoting application of analytics as a problem-solving skill. (6 marks)
- (c) Analyse **THREE** types of market intelligence. (6 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain **FIVE** reasons why employees might resist change in an organisation. (5 marks)
 - (b) Enumerate **SEVEN** benefits of organisational structure in an organisation. (7 marks)
 - (c) Analyse **FOUR** challenges associated with managing macroeconomic factors in organisations. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Outline **FOUR** contributions of Elton Mayo's Human relation theory to management of modern-day organisations. (4 marks)
 - (b) Describe **SIX** benefits of training employees in an organisation. (6 marks)
 - (c) Analyse **FIVE** activities involved in the project initiation phase of the project planning. (10 marks)
- (Total: 20 marks)**

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CS FOUNDATION LEVEL

MANAGEMENT PRINCIPLES AND PRACTICE

MONDAY: 21 August 2023. Morning 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 **FIVE** types of decisions made in an organisation. (5 marks)
- (b) Joseph Mwala, the marketing manager of XYZ Company intends to collect marketing information to enable the company make marketing decisions. Identify **FIVE** sources of such information. (5 marks)
- (c) Analyse **FIVE** methods that could be applied in an organisation to enhance employees' creativity. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Outline **FOUR** internal factors that affect planning within an organisation. (4 marks)
- (b) Summarise **SIX** types of organisational change in the 21st Century. (6 marks)
- (c) Analyse **FIVE** challenges associated with delegation. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Groups whether formal or informal, possess certain characteristics or dimensions that define their structure, dynamics and functioning.
In relation to the above statement, explain **FOUR** characteristics of groups. (8 marks)
- (b) Abraham Maslow's theory of needs, often referred to as Maslow's Hierarchy of Needs, is a psychological framework that explains human motivation and the progression of needs.
Examine **THREE** assumptions of Maslow's hierarchy of needs. (6 marks)
- (c) Explain **THREE** informational roles of a manager according to Mintzberg's managerial theory. (6 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) State **FIVE** principles of task specialisation as proposed by Max Weber in his Theory of Bureaucracy. (5 marks)
- (b) Highlight **FIVE** factors that should be considered by an institution while developing its organisation structure. (5 marks)
- (c) Describe **FIVE** factors to consider during strategic analysis of the internal environment of an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Every project undergoes a sequence of phases through which it progresses.
Describe **FIVE** stages of a project life cycle. (10 marks)
- (b) Analyse the ADKAR model of change as applied in organisations. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

(a) Evaluate **FOUR** benefits of benchmarking to an organisation. (8 marks)

(b) Motivating employees is crucial for fostering productivity, engagement and satisfaction in the workplace.

In view of the above statement, identify **SIX** factors that motivate employees. (6 marks)

(c) Organisations can conduct effective and meaningful project evaluations that provide insights for decision-making, improve project outcomes and support organisational learning and development.

Summarise **SIX** principles of project evaluation. (6 marks)

(Total: 20 marks)

QUESTION SEVEN

(a) Although implementing a new production technology may enhance operations of an organisation in the long run, the process could also pose challenges.

With reference to the above statement, explain **FIVE** demerits of using new production technology in an organisation. (10 marks)

(b) Outline **FIVE** barriers to effective communication. (5 marks)

(c) Identify **FIVE** principles of effective delegation. (5 marks)

(Total: 20 marks)

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CS FOUNDATION LEVEL

MANAGEMENT PRINCIPLES AND PRACTICE

MONDAY: 24 April 2023. Morning Paper.

Time Allowed: 3 hours.

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

QUESTION ONE

- (a) Highlight **FIVE** benefits of using committees in decision making within an organisation. (5 marks)
 - (b) Identify **FIVE** ways in which management could overcome employee resistance to change. (5 marks)
 - (c) Explain **FIVE** uses of a business plan. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Summarise **FIVE** responsibilities of a project manager. (5 marks)
 - (b) Explain **FIVE** reasons why project management is important. (5 marks)
 - (c) There are numerous factors that may influence the level of compensation and benefits packages that an organisation could offer its employees.

Explain **FIVE** of these factors. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Explain **TWO** limitations of budgeting as a tool of control in an organisation. (4 marks)
 - (b) Identify **SIX** biases that could compromise decision making process. (6 marks)
 - (c) Describe **FIVE** marketing management philosophies. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Identify **TWO** roles of management as advocated by Henry Mintzberg. (2 marks)
 - (b) Describe **FOUR** benefits of setting clear objectives during the planning process in an organisation. (8 marks)
 - (c) Explain **FIVE** advantages of line and staff organisation structure. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Outline **FOUR** qualities of a good leader. (4 marks)
 - (b) Examine **THREE** features of a good plan. (6 marks)
 - (c) Explain **FIVE** conditions necessary for a successful brainstorming session. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) List **FOUR** types of leave that an employee could qualify for in an organisation. (4 marks)
 - (b) Summarise **SIX** guidelines for effective decision making. (6 marks)
 - (c) Analyse **FIVE** elements of behavioral theories of management. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) List **THREE** pre - requisites for effective delegation of authority. (3 marks)
 - (b) Highlight **FOUR** skills of an effective manager. (4 marks)
 - (c) Summarise **FIVE** key concepts of the Mary Parker Follet theory of management. (5 marks)
 - (d) Outline **EIGHT** steps in implementing change in an organisation. (8 marks)
- (Total: 20 marks)**

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CS FOUNDATION LEVEL

MANAGEMENT PRINCIPLES AND PRACTICE

MONDAY: 5 December 2022. Morning Paper.

Time Allowed: 3 hours.

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

QUESTION ONE

- (a) Highlight **FOUR** roles of the executive level of management. (4 marks)
- (b) In the year 1959, two American sociologists Bertram Raven and John French categorised organisational power into five sources.
- Explain **THREE** of these sources. (6 marks)
- (c) XYZ limited has recently adopted an agile organisational structure.
- Explain **FIVE** features of this structure. (10 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Identify **SIX** circumstances where a managing director could apply autocratic leadership in an organisation. (6 marks)
- (b) Explain **THREE** types of information that managers require at different levels of management. (6 marks)
- (c) Some organisations prefer recruiting employees from outside the organisation.
- Analyse **FOUR** drawbacks associated with this source of recruitment. (8 marks)

(Total: 20 marks)

QUESTION THREE

- (a) List **FOUR** constraints that may hinder the completion of a project. (4 marks)
- (b) Examine **THREE** benefits of social media marketing strategy. (6 marks)
- (c) Explain **FIVE** strategies that managers could use to promote innovation in an organisation. (10 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Management can be classified as an art or a science.
- Outline **FOUR** features that make it an art. (4 marks)
- (b) Identify **SIX** advantages that a company could derive by conducting interviews online. (6 marks)
- (c) Explain **FIVE** shortcomings of bureaucracy in management. (10 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) Summarise **THREE** features of a control system. (6 marks)
 - (b) Explain **THREE** benefits of entrepreneurship in your country. (6 marks)
 - (c) Describe **FOUR** types of organisational change. (8 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) List **FIVE** challenges facing management in the 21st Century. (5 marks)
 - (b) Highlight **FIVE** arguments against rational decision making. (5 marks)
 - (c) Evaluate **FIVE** benefits that could accrue to an organisation as a result of planning. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Outline **FOUR** benefits of promoting employees internally in an organisation. (4 marks)
 - (b) Explain the **THREE** motivators in McClelland's acquired needs theory. (6 marks)
 - (c) Describe **FIVE** internal drivers that might bring change in an organisation. (10 marks)
- (Total: 20 marks)**
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CS FOUNDATION LEVEL

MANAGEMENT PRINCIPLES AND PRACTICE

MONDAY: 1 August 2022. Morning paper.

Time Allowed: 3 hours.

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

QUESTION ONE

- (a) Analyse five core functions of an organisational structure in an organisation. (10 marks)
- (b) State six principles of project management. (6 marks)
- (c) Summarise four applications of Maslow's theory of needs in organisations. (4 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Describe seven stages of new product development. (7 marks)
- (b) Assess four obstacles that might hinder effective planning in an organisation. (8 marks)
- (c) Explain five principles of scientific management as advanced by Fredrick Taylor. (5 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) With reference to organisational change, assess four roles of change agents. (8 marks)
- (b) With regard to new products, suggest six pricing strategies that might be utilised by an organisation. (6 marks)
- (c) Justify six reasons why the span of control is essential in an organisation. (6 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Assess five benefits an organisation could derive from intrapreneurship. (5 marks)
- (b) Identify five advantages of effective co-ordination to an organisation. (5 marks)
- (c) Evaluate five managerial control techniques that might be used in an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Define the term "strategic change". (2 marks)
- (b) Discuss four challenges of management control systems in an organisation. (8 marks)
- (c) Analyse five benefits of market segmentation. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Analyse five problem solving skills which are essential for decision making in an organisation. (10 marks)
- (b) Discuss five characteristics of bureaucratic organisations according to Max Weber. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Explain four features of servant leadership. (4 marks)
- (b) Examine five characteristics of successful entrepreneurs (10 marks)
- (c) Discuss four interpersonal roles of a manager. (6 marks)

(Total: 20 marks)

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CS FOUNDATION LEVEL

MANAGEMENT PRINCIPLES AND PRACTICE

MONDAY: 4 April 2022. Morning paper.

Time Allowed: 3 hours.

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

QUESTION ONE

- (a) Discuss five steps of the planning process as a function of management. (10 marks)
- (b) Examine five reasons that might lead employees to resist control measures put in place by management. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Discuss two criticisms of scientific management from the employers point of view. (4 marks)
- (b) Explain six roles of the top management in an organisation. (12 marks)
- (c) Distinguish between “power” and “authority”. (4 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) With reference to marketing, examine three concepts of marketing management orientation. (6 marks)
- (b) Describe three needs of Abraham Maslow’s hierarchy theory. (6 marks)
- (c) Discuss four types of organisational change. (8 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Highlight three levels of management found in organisations. (6 marks)
- (b) Summarise three personal traits of a good entrepreneur. (6 marks)
- (c) Summarise four decisional roles of managers according to Mintzberg. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Discuss three non-budgetary controls used in an organisation. (6 marks)
- (b) Discuss four factors that influence a manager’s decision to delegate authority. (8 marks)
- (c) Explain three challenges encountered by organisations in the international markets. (6 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Describe five key components of staffing as a management function. (10 marks)
- (b) Explain five reasons for marketing research in an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Outline six distinctive characteristics of projects. (6 marks)
- (b) Highlight six differences between “creativity” and “innovation”. (6 marks)
- (c) “The 4Ps of marketing mix must be matched with the 4Cs of marketing to deliver customer satisfaction”.

Required:

With reference to the above statement, match the 4Ps of marketing mix to the 4Cs of marketing mix. (8 marks)
(Total: 20 marks)

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CS FOUNDATION LEVEL

MANAGEMENT PRINCIPLES AND PRACTICE

WEDNESDAY: 15 December 2021.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Explain four variables that could be used to segment consumer markets. (4 marks)
- (b) "A manager's freedom to make decisions depends on internal and external factors".
Examine four organisational factors that might influence a manager's decision making style. (8 marks)
- (c) Argue four reasons why Fredrick Taylor's principles of scientific management are regarded as inhuman. (8 marks)
(Total: 20 marks)

QUESTION TWO

- (a) Delegation is a key aspect of the organising function.
- (i) Assess five subordinate-oriented barriers to effective delegation in an organisation. (5 marks)
- (ii) Propose five measures that a manager could institute to enhance effective delegation. (5 marks)
- (b) Discuss five approaches that a manager could use to create an enabling environment for effective change in an organisation. (10 marks)
(Total: 20 marks)

QUESTION THREE

- (a) Analyse five reasons why project cycle management is essential to an organisation. (10 marks)
- (b) Examine five conditions necessary for a successful brainstorming session. (10 marks)
(Total: 20 marks)

QUESTION FOUR

- (a) Summarise four characteristics of a good business opportunity. (4 marks)
- (b) Highlight four merits of the system approach to management. (4 marks)
- (c) Discuss six reasons why controlling is an important management function. (12 marks)
(Total: 20 marks)

QUESTION FIVE

- (a) Highlight four demerits of marketing intelligence. (4 marks)
- (b) Suggest four types of innovation that a manager could apply to improve the company's product or service. (8 marks)
- (c) Discuss four factors that might influence the design of the structure of an organisation. (8 marks)
(Total: 20 marks)

QUESTION SIX

- (a) Summarise four benefits that might accrue to an organisation from advanced preparation of a planned change. (4 marks)
 - (b) Analyse four sources of information which a superior may use to measure employees' performance. (8 marks)
 - (c) Evaluate four ways in which trade patents are useful to entrepreneurs. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Suggest four strategies that an organisation could use to sustain market growth for a product. (4 marks)
 - (b) Examine three broad managerial roles as advanced by Mintzberg. (6 marks)
 - (c) Give five reasons why organisations use baseline surveys in project management. (10 marks)
- (Total: 20 marks)**
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CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

FRIDAY: 27 November 2020.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Highlight seven reasons why management is important in an organisation. (7 marks)
- (b) Explain five merits of the controlling function in an organisation. (5 marks)
- (c) Distinguish between the following terms:
- (i) "Leadership" and "management". (4 marks)
- (ii) "Policy" and "procedure". (4 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Using relevant examples, distinguish between "programmed decisions" and "non-programmed decisions". (4 marks)
- (b) Examine three techniques of group decision making. (6 marks)
- (c) Discuss five characteristics of bureaucratic organisations according to Max Weber. (10 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Abraham Maslow developed the hierarchy of needs.
Giving practical examples, discuss the application of the five levels of needs in motivating staff in an organisation. (10 marks)
- (b) Analyse five objectives of an induction programme in an organisation. (10 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Summarise six components of a marketing plan. (6 marks)
- (b) Evaluate four merits of monitoring and evaluating a project. (8 marks)
- (c) Analyse three sources of power available to a leader. (6 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) Distinguish between "tactic plans" and "single use plans". (4 marks)
- (b) Summarise four limitations of management by objectives (MBO). (4 marks)
- (c) Suggest four circumstances that might cause an organisation to have a large span of control. (4 marks)
- (d) Evaluate four advantages of a matrix chart to an organisation. (8 marks)

(Total: 20 marks)

QUESTION SIX

- (a) Explain three advantages and two disadvantages of flexible working hours to an organisation. (5 marks)
 - (b) Argue five cases against the use of monetary incentives to reward employee performance. (5 marks)
 - (c) Discuss five sources of conflict amongst managers in the workplace. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Assess five benefits of intrapreneurship. (5 marks)
 - (b) Outline seven components of a business plan. (7 marks)
 - (c) Highlight eight characteristics of effective teams. (8 marks)
- (Total: 20 marks)**
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CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 2 September 2021.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Identify five justifications of management as a science. (5 marks)
 - (b) Analyse four applications of bureaucratic theory in modern management. (8 marks)
 - (c) Explain seven benefits of recruiting employees internally. (7 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Analyse four leadership styles developed by Hersey and Blanchard. (8 marks)
 - (b) Highlight five objectives of marketing research. (5 marks)
 - (c) Summarise four ways in which managers apply scientific theory of management in organisations. (4 marks)
 - (d) List three features of a project. (3 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Analyse three categories of the ten roles as proposed by Henry Mintzberg. (6 marks)
 - (b) Evaluate the four steps that managers should take to set up control systems. (8 marks)
 - (c) Discuss six barriers to communication that managers encounter while discharging their duties. (6 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Propose five ways in which the management could increase creativity and innovation in their organisation. (10 marks)
 - (b) In the context of management functions:
 - (i) Explain the term "planning". (2 marks)
 - (ii) Examine four external limitations of planning. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Examine five competing concepts under which organisations conduct marketing activities. (10 marks)
 - (b) Distinguish between "entrepreneurial ventures" and "small businesses". (4 marks)
 - (c) Describe six steps of the project planning process. (6 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Analyse six criticisms that are labelled against the classical theory of management. (12 marks)
 - (b) Evaluate four circumstances under which it could be appropriate for a manager to use written communication. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Organisations incur heavy financial expenditure to carry out the planning function. Appraise five reasons that justify such expenditure. (10 marks)
 - (b) Tawa Limited has adopted a matrix organisation structure. Propose five reasons that might have influenced this decision. (5 marks)
 - (c) There are certain shortcomings that are associated with the use of committees in decision making. List five such shortcomings. (5 marks)
- (Total: 20 marks)**

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CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 20 May 2021.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Discuss five ways in which a manager could create harmonious relations with stakeholders. (10 marks)
- (b) Discuss five limitations of bureaucracy in organisations. (10 marks)
- (Total: 20 marks)

QUESTION TWO

- (a) Employee turnover could prove costly to an organisation.
Recommend five strategies that an organisation could adopt to enhance employee retention. (10 marks)
- (b) Highlight four psychological factors which could motivate an individual to become an entrepreneur. (4 marks)
- (c) Citing relevant examples, explain three types of needs as advanced by the McClelland human motivation theory. (6 marks)
- (Total: 20 marks)

QUESTION THREE

- (a) (i) Define contingency theory of leadership. (2 marks)
- (ii) Propose four variables that could determine the application of the theory of leadership in (a) (i) above. (4 marks)
- (b) Suggest five reasons that might make an organisation to engage project teams in the implementation phase of a project. (10 marks)
- (c) Assess two ways in which budgetary controls aid in planning in an organisation. (4 marks)
- (Total: 20 marks)

QUESTION FOUR

- (a) Analyse three possible relationships between organisational structures and innovation. (6 marks)
- (b) Highlight four ways in which control can become dysfunctional. (4 marks)
- (c) Explain four factors that an entrepreneur would take into consideration when choosing an incubator for an enterprise. (4 marks)
- (d) In relation to project management, analyse three uses of Critical Path Method (CPM). (6 marks)
- (Total: 20 marks)

QUESTION FIVE

- (a) Explain six organisational situations that could enable laissez-faire leadership style to succeed. (12 marks)
- (b) In the context of directing as a function of management, explain four roles of communication. (8 marks)
- (Total: 20 marks)

QUESTION SIX

- (a) Despite the benefits associated with planning, some managers are reluctant to plan. Explain four reasons that might account for this reluctance. (8 marks)
- (b) Masomo Limited has adopted group decision making approach in coming up with major organisational decisions. Propose four reasons that might have influenced this move. (8 marks)
- (c) Highlight four factors that a marketer might consider when selecting a channel for distributing products. (4 marks)
(Total: 20 marks)

QUESTION SEVEN

- (a) Analyse five reasons why emotional intelligence is critical for anyone in a leadership position. (10 marks)
- (b) Evaluate three shortcomings of the scientific theory of management. (6 marks)
- (c) Outline four internal factors that are likely to affect the pricing decisions in a firm. (4 marks)
(Total: 20 marks)

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CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

WEDNESDAY: 27 November 2019.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

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

Discuss these skills.

(6 marks)

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

(6 marks)

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

(8 marks)

(Total: 20 marks)

QUESTION TWO

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

(10 marks)

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

(10 marks)

(Total: 20 marks)

QUESTION THREE

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

(2 marks)

(ii) Analyse four attributes of a virtual organisation.

(8 marks)

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

These changes are as follows:

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

Required:

Describe five ways in which these environmental changes might affect:

(i) The managers.

(5 marks)

(ii) The subordinates.

(5 marks)

(Total: 20 marks)

QUESTION FOUR

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

QUESTION FIVE

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

QUESTION SIX

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

QUESTION SEVEN

- (a) Highlight five ways in which an organisation could safeguard the privacy of the Human Resource Information System (HRIS). (5 marks)
 - (b) Explain the McKinsey 7-S management model. (7 marks)
 - (c) Analyse four similarities between F. W. Taylor and Henry Fayol theories of management. (8 marks)
- (Total: 20 marks)**
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CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 23 May 2019.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Human relations theory, developed by Elton Mayo and his assistants is a powerful management tool today.
With reference to the above statement, analyse four attributes of good human relations in a work place. (8 marks)
- (b) Explain two interactions between planning and controlling. (4 marks)
- (c) Discuss four salient features of William Ouchi's Theory Z. (8 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Conflicts in a project could either lead to destructive or constructive consequences.
With reference to the above statement, explain four benefits of presence of conflicts in a project. (8 marks)
- (b) Leadership and followership are closely intertwined. Effective followers can shape productive leadership behaviour just as effective leaders develop employees into good followers.
In the context of the above statement, examine four types of followers as identified by Robert Kelley. (8 marks)
- (c) State four merits of a product based organisational structure. (4 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) List six limitations of Max Weber bureaucratic theory. (6 marks)
- (b) Assess four leadership styles as advanced by Rensis Likert. (8 marks)
- (c) With reference to creativity, explain the following terms:
- (i) Synectics. (3 marks)
- (ii) Delphi technique. (3 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) (i) With reference to functions of management, explain the term "co-ordination". (2 marks)
- (ii) Describe five benefits of effective co-ordination to an organisation. (10 marks)
- (b) Examine four reasons that might lead to resistance of control measures put in place by management. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Highlight four features of a project. (4 marks)
 - (b) Discuss two approaches to decision making. (4 marks)
 - (c) With reference to marketing:
 - (i) Analyse three components of a marketing information system. (6 marks)
 - (ii) Examine three marketing management orientation concepts. (6 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Analyse five assumptions underlying the systems approach to management. (10 marks)
 - (b) Explain three limitations of rational decision making model. (6 marks)
 - (c) With reference to employee development, explain two differences between coaching and mentorship. (4 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) State seven factors that inhibit entrepreneurial development in your country. (7 marks)
 - (b) Summarise five reasons why project scheduling is important. (5 marks)
 - (c) Discuss four tools which could be used in estimating cost of a project. (8 marks)
- (Total: 20 marks)**
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CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 24 May 2018.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Explain six differences between “management” and “administration”. (6 marks)
- (b) Suggest a suitable organisational structure to implement each of the following strategies:
- (i) Innovation strategy. (2 marks)
- (ii) Cost minimisation strategy. (2 marks)
- (iii) Imitation strategy. (2 marks)
- (c) Discuss four characteristics of a learning organisation. (8 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Examine five ways through which managers might use to promote innovation in an organisation. (10 marks)
- (b) Discuss five elements of a strategic plan. (10 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Discuss four characteristics of effective virtual leadership. (8 marks)
- (b) Summarise three fundamental propositions of the Human Relations Theory of management. (6 marks)
- (c) In most organisations, performance appraisals are undertaken by managers.

Suggest three other methods that could be used to measure employees’ performance in an organisation. (6 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) You have been invited as a consultant to assist Vuna Ltd. in restructuring.
- Advise the management of Vuna Ltd. on the possible risks of the proposed restructuring. (6 marks)
- (b) Explain six objectives of offering fringe benefits to employees by an organisation. (6 marks)
- (c) Discuss four changes that are likely to occur within a group as a result of dysfunctional inter-group conflict.

(8 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) Evaluate five feed-forward controls for curbing theft by employees in an organisation. (10 marks)
- (b) Discuss five methods that an organisation might use to protect its trade secrets. (10 marks)

(Total: 20 marks)

QUESTION SIX

- (a) Distinguish between "resource levelling" and "resource smoothing" in project resource management. (4 marks)
 - (b) Explain six objectives of a sales promotion campaign. (6 marks)
 - (c) Customers today are concerned with quality of goods and services.
Discuss five dimensions of quality. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Explain the term "quality circle". (2 marks)
 - (b) Assess four decision making situations that might necessitate the use of intuitive approach to decision making. (8 marks)
 - (c) Many organisations are now involved in the sponsorship of social events in the society.
Evaluate five objectives of social event sponsorship. (10 marks)
- (Total: 20 marks)**
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CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 30 November 2017.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Explain the following views of conflict in an organisation:
- (i) Traditional view. (2 marks)
 - (ii) Human relation view. (2 marks)
 - (iii) Interactionist view. (2 marks)
- (b) Analyse eight assumptions underlying classical theory of management. (8 marks)
- (c) Evaluate three steps that an entrepreneur might take before engaging in an online business venture. (6 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Describe five strategic activities of top management in an organisation. (10 marks)
- (b) W. Edwards Deming came up with the 14-point philosophy to total quality approach. Highlight ten points of this philosophy. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) With the aid of a diagram, explain the management by objectives (MBO) model. (6 marks)
- (b) Discuss three modern approaches to decision making under uncertainty. (6 marks)
- (c) Before an organisation begins a project, a baseline survey should be carried out. Examine four reasons for carrying out a baseline survey. (8 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Outline six reasons why pre-employment background investigation is important. (6 marks)
- (b) (i) Explain the term "empowerment". (2 marks)
- (ii) Describe four reasons why employee empowerment might not be easily embraced by organisations. (4 marks)
- (c) Discuss four components of holistic marketing. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Examine five environmental factors that an entrepreneur might consider before starting a new venture. (10 marks)
 - (b) Evaluate five advantages of niche marketing to an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain five reasons why an organisation might take a long time to implement the ISO quality management system. (5 marks)
 - (b) (i) Define the term "mainstreaming". (2 marks)
 - (ii) Highlight three types of mainstreaming that organisations emphasise on. (3 marks)
 - (c) Discuss five reasons that might cause some projects in developing countries to end before completing their life cycle. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Discuss five benefits of a functional structure in an organisation. (10 marks)
 - (b) Peter Mwenda is a manager in a busy organisation. He is required to make critical decisions on behalf of the organisation.

Suggest five decisions that he might need to make during planning. (5 marks)
 - (c) Identify five biases that could compromise the decision making process. (5 marks)
- (Total: 20 marks)**
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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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CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 26 May 2016.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Describe four reasons why management could be regarded as:
- (i) An art. (4 marks)
 - (ii) A science. (4 marks)
 - (iii) A profession. (4 marks)
- (b) Analyse four creative problem solving techniques an entrepreneur could use to develop new ideas. (8 marks)
(Total: 20 marks)

QUESTION TWO

- (a) Describe four factors to consider while evaluating the probable consequences of different alternatives during decision making. (4 marks)
- (b) The building up of an organisation structure is an important function of management.
- (i) Define the term "line and staff organisation structure". (2 marks)
 - (ii) Explain six advantages of adopting a line and staff organisation structure. (6 marks)
- (c) Discuss four steps involved in the organising process. (8 marks)
(Total: 20 marks)

QUESTION THREE

- (a) Highlight five benefits that could accrue to an organisation from being ISO certified. (5 marks)
- (b) Suggest five measures that an organisation could put in place to ensure effective implementation of policies and strategies. (5 marks)
- (c) Analyse five steps of the strategic planning process. (10 marks)
(Total: 20 marks)

QUESTION FOUR

- (a) Production scheduling is an important stage in execution of a production order in a manufacturing company.
- (i) Outline five objectives of setting up a production scheduling system. (5 marks)
 - (ii) Describe five ways in which an organisation could increase the productivity of its manufacturing processes. (5 marks)
- (b) Discuss five philosophies under which an organisation could conduct their marketing activities. (10 marks)
(Total: 20 marks)

QUESTION FIVE

- (a) Highlight five key requirements for successful project management. (5 marks)
- (b) (i) Summarise five benefits of benchmarking. (5 marks)
- (ii) Evaluate five types of benchmarking. (10 marks)
(Total: 20 marks)

QUESTION SIX

- (a) Suggest four measures that an entrepreneur could put in place to protect enterprise intellectual properties. (4 marks)
 - (b) Describe six benefits that could accrue to an organisation from adopting Just-In-Time (JIT) inventory management and control system. (6 marks)
 - (c) Explain five principles of effective communication. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Describe six non-budgetary control methods that could be used by an organisation. (6 marks)
 - (b) Enumerate six characteristics of classical approach to management. (6 marks)
 - (c) Evaluate four perspectives of the Balanced Scorecard as advanced by David Norton and Robert Kaplan. (8 marks)
- (Total: 20 marks)**
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KASNEB

CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

PILOT PAPER

September 2015.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) One of the main characteristics of management is that it is a universal activity applicable across public as well as private sector organisations.

With reference to the above statement, discuss the importance of management process to the survival of an organisation. (12 marks)

- (b) Discuss the various levels of management, explaining the significance of each level. (8 marks)
(Total: 20 marks)

QUESTION TWO

- (a) Discuss the basic characteristics of bureaucracy according to Marx Weber. (10 marks)

- (b) Explain the difference between "management" and "leadership". (10 marks)
(Total: 20 marks)

QUESTION THREE

- (a) Planning is the primary function of management.

Discuss the planning process. (10 marks)

- (b) Decision making is considered as the "heart of management".

(i) Justifying your argument, explain whether you agree with the above statement. (4 marks)

(ii) Explain the six steps of decision making process. (6 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Explain the rationale for marketing research in an organisation. (8 marks)

- (b) Research results from many organisations indicate that poor delegation is one of the main pitfalls of many managers.

Discuss the benefits that could accrue to the following as a result of delegation:

(i) Organisation. (4 marks)

(ii) Manager. (4 marks)

(iii) Subordinate. (4 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) Risk management is a critical responsibility of a manager.

In relation to the above statement, identify any five risk factors in an organisation. (5 marks)

- (b) As a manager, explain the strategies you would use to motivate your staff members and mitigate against staff turnover. (7 marks)
- (c) A good Human Resource Management (HRM) arrangement can make a lot of difference in the output and productivity of employees.

In relation to the above statement, explain the role of HRM in the overall management process. (8 marks)
(Total: 20 marks)

QUESTION SIX

- (a) Concerns about ethics and integrity have been growing.

Discuss the ethical challenges facing the public sector today and their causes. (10 marks)

- (b) Discuss the relevance of product-life cycle in management decision making. (10 marks)
(Total: 20 marks)

QUESTION SEVEN

- (a) The profile of the workforce all over the world has been changing. This means that managers in organisations are now being called upon to address issues of diversity.

Discuss the benefits of having an effective strategy for managing diversity in organisations. (10 marks)

- (b) Explain how your government through the existing legal framework has tried to address issues of marginalisation in representation and employment. (10 marks)
(Total: 20 marks)
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CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 26 November 2015.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) The classical writers placed emphasis on the definition of structure, focused on the requirements of the formal organisation and searched for a common set of principles applicable in all circumstances.

Analyse five principles of organising as propagated by Lyndall Urwick. (10 marks)

- (b) Evaluate five ways in which management could use Abraham Maslow's hierarchy of needs theory to motivate employees. (10 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Makunda Diaries Ltd. has identified a need in the market which it seeks to satisfy through a new product.

Assess five factors that might contribute to the success of a new product in this market. (10 marks)

- (b) With the aid of a well labelled matrix, evaluate four alternative strategies that a firm could adopt as a portfolio framework as advanced by Boston Consulting Group (BCG). (10 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Explain five advantages of using network analysis as a tool of planning and controlling complex projects. (5 marks)

- (b) Analyse five roles of a matrix organisational structure in project management. (5 marks)

- (c) A budget is one of the tools of control in an organisation.

Describe five types of budgets prepared during the budgeting process. (10 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Describe four benefits of a business plan to an organisation. (4 marks)

- (b) Entrepreneurial management is distinct from traditional management in several dimensions.

Evaluate four dimensions which distinguish entrepreneurial management from traditional management of firms. (8 marks)

- (c) The manager is frequently faced with the task of introducing change in the organisation.

Explain four factors that could cause a need for change and innovation in an organisation. (8 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) Evaluate three circumstances which could justify the adoption of the following types of production:

(i) Batch production. (3 marks)

(ii) Flow/mass production. (3 marks)

- (b) Describe eight benefits that could accrue to an organisation from implementing a computer aided design and computer aided manufacturing system (CAD/CAM). (8 marks)
 - (c) Explain six requirements for successful implementation of total quality management (TQM) in an organisation. (6 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) (i) Explain two differences between "programmable decisions" and "non-programmable decisions". (4 marks)
 - (ii) Analyse six steps in the decision making process. (12 marks)
 - (b) Forecasting involves accurately predicting future events.
Describe four difficulties managers could encounter when forecasting. (4 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Explain four roles played by a human resource manager in the recruitment process. (4 marks)
 - (b) (i) Distinguish between "classical theories of management" and "neo classical theories of management". (4 marks)
 - (ii) Analyse six contributions of Max Weber's bureaucracy theory to the study of management. (12 marks)
- (Total: 20 marks)**
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CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 29 November 2018.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) (i) Explain five activities that a manager should undertake as part of his informational role in an organisation. (5 marks)
- (ii) Outline five traits of a manager that might limit efficiency in performance of duties in an organisation. (5 marks)
- (b) Suggest four ways of carrying out employees' training needs assessment. (4 marks)
- (c) Discuss the circumstances under which it would be appropriate to use the following types of interviews:
- (i) Stress interview. (2 marks)
- (ii) Non-directive interview. (2 marks)
- (iii) Situational interview. (2 marks)
- (Total: 20 marks)

QUESTION TWO

- (a) Radi Ltd. intends to transform its organisational structure into a matrix design.

Required:

- Analyse five benefits that might accrue to the company from adopting the new structure. (5 marks)
- (b) Summarise five indicators of low employee morale. (5 marks)
- (c) With reference to motivation, discuss five reasons why open book management is beneficial to an organisation. (10 marks)
- (Total: 20 marks)

QUESTION THREE

- (a) Distinguish between "project planning" and "project scheduling". (4 marks)
- (b) Explain the following approaches to planning:
- (i) Top-down approach. (2 marks)
- (ii) Composite approach. (2 marks)
- (iii) Bottom-up approach. (2 marks)
- (iv) Team approach. (2 marks)
- (c) Citing four reasons, justify why some of the principles of management advocated by Henry Fayol are redundant in modern organisations. (8 marks)
- (Total: 20 marks)

QUESTION FOUR

- (a) Justify five reasons why some entrepreneurs might be reluctant to use venture capital to finance the growth of their business. (10 marks)
 - (b) Evaluate five managerial control techniques that might be used by an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Analyse five biases and errors that managers might make during the decision making process. (10 marks)
 - (b) Discuss five factors that a marketing team could consider when selecting an advertising media for an international market. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Summarise five issues that might be discussed in a project review meeting between the contractor and the project owner. (5 marks)
 - (b) Explain five reasons that might lead to firms adopting the use of robots in their manufacturing plants. (5 marks)
 - (c) Discuss five stages of drawing up a business continuity plan. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) (i) Define the term "innovation diffusion". (2 marks)
 - (ii) Describe the four steps followed in innovation diffusion process. (8 marks)
 - (b) Examine five factors that could contribute to the success of new product development. (10 marks)
- (Total: 20 marks)**
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CS PART II SECTION 3

PRINCIPLES AND PRACTICE OF MANAGEMENT

THURSDAY: 24 November 2016.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Explain the following terms:
- (i) Value chain. (2 marks)
 - (ii) Chain management. (2 marks)
- (b) Evaluate four barriers to the effective implementation of value chain management in an organisation. (8 marks)
- (c) Analyse four environmental trends which could be crucial in creating a business opportunity. (8 marks)
- Total: 20 marks)**

QUESTION TWO

- (a) Highlight four disadvantages of conducting selection interviews online. (4 marks)
- (b) Discuss four characteristics of bureaucratic organisations. (8 marks)
- (c) (i) Define the concept of "management by objectives". (2 marks)
- (ii) Explain three advantages an organisation could gain from adopting management by objectives approach. (6 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Jones Kali has been appointed to head an organisation which had been recording poor performance for the past ten years.
- Required:**
- (i) Explain six leadership strategies that Jones Kali could use to improve performance of employees in the organisation. (6 marks)
 - (ii) Highlight four circumstances that might require Jones Kali to use autocratic leadership style. (4 marks)
- (b) Analyse five human resource planning approaches an organisation could use to forecast future staffing needs. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Summarise four factors a manager might consider when designing an organisation's operations layout. (4 marks)
- (b) Describe four buyer-behaviour variables which a marketer could consider when segmenting a market. (8 marks)
- (c) In relation to project risk mitigation, explain the following terms:
- (i) Risk avoidance. (2 marks)
 - (ii) Risk buffering. (2 marks)
- (d) Highlight four uses of risk mitigation plans. (4 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Highlight six objectives of implementing a balanced scorecard strategy in an organisation. (6 marks)
 - (b) Explain the following concepts:
 - (i) Forward looking control. (2 marks)
 - (ii) Management by exception. (2 marks)
 - (c) Describe five benefits an organisation could accrue from using return on investment (ROI) as a measure of corporate performance. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain four benefits that an organisation could accrue from maintaining long-term relations with customers. (4 marks)
 - (b) Justify four conditions which might cause an organisation to use virtual teams to enhance work performance. (8 marks)
 - (c) Discuss four challenges an organisation could encounter by adopting a functional organisation structure. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Explain four ways in which transformational leaders create a captivating vision. (4 marks)
 - (b) Describe three techniques of group decision making. (6 marks)
 - (c) Analyse five strategies of overcoming barriers that could hinder effective implementation of strategic planning. (10 marks)
- (Total: 20 marks)**
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