



ACCOUNTING TECHNICIANS DIPLOMA (ATD)

LEVEL II

PRINCIPLES OF MANAGEMENT

MONDAY: 17 August 2026. Afternoon Paper.

Time Allowed: 2 hours.

This paper consists 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.

1. Which one of the following statements **BEST** describes management in an organisation?
 - A. The ownership and financing of enterprise assets
 - B. Coordinating people and resources to achieve goals
 - C. Registering and licensing a business name
 - D. Preparing and storing routine business records(2 marks)
2. At the supervisory level, managers are mainly concerned with _____.
 - A. setting broad corporate mission and strategy
 - B. approving major capital projects for divisions
 - C. translating board policy into investment plans
 - D. guiding staff and monitoring routine work(2 marks)
3. A branch manager notices declining service quality, identifies the likely causes and proposes a practical remedy. Which one of the following skills is being demonstrated?
 - A. Diagnostic skill
 - B. Conceptual skill
 - C. Technical skill
 - D. Human skill(2 marks)
4. When a departmental head converts corporate policies into work schedules and budget requests, the manager is mainly performing a role associated with _____.
 - A. top-level management
 - B. frontline operational staff
 - C. middle-level management
 - D. external management advisers(2 marks)
5. Which one of the following statements would be the **MOST** appropriate indicator that a manager is effective rather than merely busy?
 - A. The manager attends frequent meetings with many employees
 - B. The manager achieves planned results using resources responsibly
 - C. The manager prepares detailed reports for senior officers
 - D. The manager personally completes many operational tasks(2 marks)
6. Which one of the following actions is an example of Mintzberg's interpersonal roles?
 - A. Analysing monthly variance reports for senior management
 - B. Allocating funds between departments with competing needs
 - C. Resolving a sudden work stoppage caused by employees
 - D. Welcoming visitors during an official company ceremony(2 marks)

7. A finance manager briefs staff on new procedures after receiving policy updates from the board. This is an example of the manager acting as a _____.
A. resource allocator
B. disturbance handler
C. disseminator
D. figurehead (2 marks)
8. Administration in an organisation mainly refers to _____.
A. formulating policies and setting broad direction
B. supervising daily work routines and correcting delays
C. motivating employees to meet departmental targets
D. allocating specific tasks to lower-level employees (2 marks)
9. A manager who communicates clearly, resolves interpersonal tension and builds team trust is mainly applying _____.
A. technical skills
B. human skills
C. conceptual skills
D. diagnostic skills (2 marks)
10. Which one of the following qualities would **BEST** support ethical managerial decision-making in a public institution?
A. Personal loyalty when allocating public opportunities
B. Discretion when concealing service-delivery failures
C. Caution when avoiding difficult stakeholder questions
D. Integrity when serving the public interest (2 marks)
11. Frederick Taylor's scientific management mainly emphasised _____.
A. informal group norms as the main source of productivity
B. flexible structures shaped by environmental uncertainty
C. work study, standard methods and improved labour efficiency
D. employee self-direction without managerial supervision (2 marks)
12. Which one of the following features was advanced by Henri Fayol as a principle of management?
A. Scalar chain
B. Hawthorne effect
C. Job enrichment
D. Contingency fit (2 marks)
13. A government agency operates through written rules, defined authority, formal procedures and merit-based appointments. This arrangement is associated with _____.
A. systems thinking
B. bureaucratic theory
C. human relations theory
D. contingency thinking (2 marks)
14. A production supervisor assumes employees dislike work and therefore closely controls their activities. This assumption is consistent with _____.
A. Theory Y
B. equity theory
C. systems theory
D. Theory X (2 marks)
15. Which one of the following statements **BEST** evaluates the limitation of a purely bureaucratic approach in a fast-changing firm?
A. It may reduce accountability by weakening authority lines
B. It may overemphasise informal groups and social needs
C. It may delay decisions through rigid procedures
D. It may remove written procedures from routine operations (2 marks)

16. The Hawthorne studies are most closely linked to the importance of _____.
A. social relations and attention to employees at work
B. strict time-and-motion measurement of tasks
C. legal-rational authority in public offices
D. mathematical models for inventory control (2 marks)
17. A manager selects a leadership style only after considering employee competence, task urgency and organisational culture. The manager is applying _____.
A. scientific management
B. bureaucratic control
C. administrative universality
D. contingency thinking (2 marks)
18. In systems theory, an organisation is viewed as _____.
A. a closed unit that operates without environmental influence
B. interrelated parts that transform inputs into outputs
C. formal rules arranged in a strict hierarchy of authority
D. a single department responsible for all key decisions (2 marks)
19. A manager uses sales statistics, queue data and cost models to decide the number of tellers needed in a banking hall. This approach reflects _____.
A. human relations thinking
B. trait leadership theory
C. quantitative management thinking
D. administrative law theory (2 marks)
20. Which one of the following conclusions would be **MOST** justifiable when comparing classical and behavioural management approaches?
A. Classical approaches stress structure and efficiency, while behavioural approaches stress people and motivation
B. Classical approaches emphasise social needs, while behavioural approaches stress formal hierarchy and rules
C. Classical approaches ignore work design, while behavioural approaches apply only to production planning
D. Classical approaches rely on employee autonomy, while behavioural approaches rely on time-and-motion study (2 marks)
21. PESTEL analysis would be **MOST** appropriate where a manager wants to _____.
A. assess how new tax rules, social trends and technology changes may affect the business
B. compare internal strengths and weaknesses with external opportunities and threats
C. evaluate the duties, qualifications and reporting relationships of a vacant position
D. measure actual performance against standards and recommend corrective action (2 marks)
22. A supermarket chain identifies rising fuel costs, changing customer lifestyles and new county licensing rules before opening new branches. This is an example of _____.
A. staff appraisal
B. environmental scanning
C. job rotation
D. direct supervision (2 marks)
23. In SWOT analysis, a skilled workforce and strong brand reputation are classified as _____.
A. opportunities
B. weaknesses
C. threats
D. strengths (2 marks)
24. A firm finds that a new tax law will increase compliance costs across the industry. In PESTEL analysis, this factor would be classified as _____.
A. social
B. technological
C. legal
D. demographic (2 marks)

25. A clothing business learns that customers increasingly prefer locally made products. Which one of the following responses **BEST** supports survival and growth?
- A. Maintain the existing sourcing pattern until sales decline
 - B. Reduce product quality checks to offset local sourcing costs
 - C. Concentrate promotion on imported products only
 - D. Source local products and adjust promotion accordingly (2 marks)
26. The internal environment of an organisation includes _____.
- A. inflation levels, exchange rates and tax policies
 - B. resources, culture, structure and employee capabilities
 - C. new laws, court decisions and industry regulations
 - D. customers, suppliers and competitors in the market (2 marks)
27. A courier company reviews its outdated delivery software and limited branch network. In SWOT analysis, these matters are mainly _____.
- A. weaknesses
 - B. opportunities
 - C. strengths
 - D. threats (2 marks)
28. Which one of the following actions would provide the **MOST** useful outcome from environmental scanning?
- A. Collecting information but delaying communication to managers
 - B. Using the report only to record past events without decisions
 - C. Linking the findings to planning, resource allocation and risk responses
 - D. Replacing managerial judgement with informal competitor rumours (2 marks)
29. The first step in the planning process is generally to _____.
- A. delegate routine tasks to supervisors
 - B. compare actual results with standards
 - C. conduct final performance appraisal
 - D. establish objectives to be achieved (2 marks)
30. A marketing manager prepares a three-month campaign plan to support the organisation's annual sales strategy. This is an example of _____.
- A. strategic planning
 - B. tactical planning
 - C. standing planning
 - D. contingency planning (2 marks)
31. Organising involves _____.
- A. grouping work and defining authority relationships
 - B. measuring customer complaints after sales
 - C. forecasting interest and exchange rates
 - D. settling disputes with external regulators (2 marks)
32. A hospital groups its employees into nursing, pharmacy, laboratory and finance departments. This form of grouping is based on _____.
- A. geographic divisionalisation
 - B. product divisionalisation
 - C. functional departmentalisation
 - D. customer departmentalisation (2 marks)
33. Unity of command means that _____.
- A. departments with related work should pursue one coordinated plan
 - B. an employee should receive instructions from one immediate superior
 - C. authority should flow from the board to the lowest level
 - D. similar activities should be grouped under one department (2 marks)

34. A project engineer reports to both the project manager and the engineering manager, causing priority conflicts. This challenge is commonly associated with a _____.
A. line structure
B. simple structure
C. functional structure
D. matrix structure (2 marks)
35. Delegation refers to _____.
A. assigning authority and responsibility to a subordinate
B. assigning tasks to a subordinate without matching authority
C. transferring final accountability to a subordinate
D. removing reporting relationships between employees (2 marks)
36. A production supervisor observes work as it is being performed and corrects deviations immediately. This is an example of _____.
A. feedforward control
B. feedback control
C. concurrent control
D. budgetary control (2 marks)
37. Staffing is mainly concerned with _____.
A. preparing the organisation's legal constitution
B. acquiring, developing and retaining suitable employees
C. designing product prices for selected customers
D. auditing annual financial statements for compliance (2 marks)
38. A human resource officer compares applicants' qualifications and interview performance against job requirements. This process is known as _____.
A. orientation
B. induction
C. job enrichment
D. selection (2 marks)
39. Motivation in management is the process of _____.
A. stimulating employees to pursue organisational goals
B. assigning duties and authority to subordinates
C. coordinating activities across departments
D. comparing actual results with standards (2 marks)
40. An employee works harder because she expects higher performance to lead to a promotion she values. This reflects _____.
A. Maslow's hierarchy of needs
B. bureaucratic theory
C. expectancy theory
D. scientific management (2 marks)
41. Controlling is the management function that involves _____.
A. selecting a business name for legal registration
B. setting standards and correcting deviations
C. forming informal friendship groups among employees
D. preparing product advertisements for customers (2 marks)
42. A sales director finds that actual revenue is below target and introduces revised territory support after analysing the variance. The director is mainly applying _____.
A. organisational socialisation
B. span of control
C. job specification
D. the control process (2 marks)

43. Which one of the following actions would **BEST** improve coordination in an organisation with frequent conflict between sales and production departments?
- A. Regular cross-functional planning meetings with shared performance targets
 - B. Separate departmental plans with limited exchange of operating information
 - C. Departmental targets that reward each unit regardless of overall results
 - D. Direct reporting by both departments to unrelated external advisers
- (2 marks)
44. Which one of the following statements is the **MOST** suitable basis for evaluating whether a control system is effective?
- A. It produces frequent reports regardless of management usefulness
 - B. It keeps standards fixed even when operating conditions change
 - C. It detects significant deviations in time and supports corrective action
 - D. It operates without employees understanding performance standards
- (2 marks)
45. A rapidly growing enterprise must choose between centralising and decentralising decisions. Which one of the following considerations is **MOST** relevant?
- A. Whether the founder prefers to approve all routine documents
 - B. The need to balance control with timely local decision-making
 - C. Whether job titles should be lengthened for senior employees
 - D. The number of reporting lines shown in the organisation chart
- (2 marks)
46. A firm replaces manual approvals with an automated workflow, retrains staff and revises reporting lines. This situation is an example of _____.
- A. continuing routine maintenance without altering work methods
 - B. retaining existing policies despite changed work demands
 - C. filing statutory returns after the end of each period
 - D. modifying work methods, systems and reporting relationships
- (2 marks)
47. A company introduces a new payroll system after months of preparation, training and testing. This is an example of _____.
- A. planned change
 - B. accidental change
 - C. informal resistance
 - D. environmental scanning
- (2 marks)
48. Employees oppose a proposed merger because they fear loss of positions and status. Which one of the following responses would be **MOST** appropriate?
- A. Issue instructions without discussion until the merger is completed
 - B. Treat all questions about the merger as disciplinary offences
 - C. Explain the change and address job-security concerns
 - D. Refer employees only to policy manuals and avoid direct discussion
- (2 marks)
49. A change team observes delayed adoption, rumours and open complaints after a new work system is introduced. Which one of the following conclusions is **MOST** justifiable?
- A. Employees have fully accepted the new work system
 - B. Employees are showing resistance to the change
 - C. The organisation has completed the change process
 - D. The new system has eliminated communication needs
- (2 marks)
50. A retailer responds to an unexpected supply interruption by immediately changing suppliers and revising stock levels. This response is an example of _____.
- A. unplanned change
 - B. job specification
 - C. standing planning
 - D. unity of direction
- (2 marks)
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ACCOUNTING TECHNICIANS DIPLOMA (ATD)

LEVEL II

PRINCIPLES OF MANAGEMENT

MONDAY: 20 April 2026. Afternoon Paper.

Time Allowed: 2 hours.

This paper consists 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.

1. Which one of the following skills is primarily demonstrated by a manager who possesses the ability to visualise how different departments in an organisation interact to achieve a long-term mission?
 - A. Technical skill
 - B. Human skill
 - C. Conceptual skill
 - D. Diagnostic skill(2 marks)

2. According to Mintzberg's managerial roles, a manager who establishes a web of external contacts to gather insights and support partnerships is performing the role of _____.
 - A. liaison
 - B. figurehead
 - C. monitor
 - D. leader(2 marks)

3. Which one of the following statements **BEST** describes the relationship between management and administration?
 - A. Administration is a subset of management focused solely on task execution
 - B. Management is concerned with policy formulation, while administration focuses on goal achievement
 - C. Administration formulates policies while management implements them
 - D. Management and administration are identical terms used interchangeably in all organisational contexts(2 marks)

4. A manager who practices "active listening" and shows genuine concern for team members' workplace well-being is demonstrating _____.
 - A. proactive initiative
 - B. technical expertise
 - C. legitimate authority
 - D. emotional intelligence(2 marks)

5. In a large manufacturing organisation, middle-level managers are typically responsible for which one of the following actions?
 - A. Setting the overall vision and long-term strategic goals
 - B. Converting corporate strategies into departmental action plans
 - C. Conducting routine troubleshooting of malfunctioning machines on the factory floor
 - D. Drafting daily work schedules for individual frontline employees(2 marks)

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6. Frederick Taylor's concept of "systematic soldiering" refers to a situation where _____.
A. workers intentionally reduce effort to hide their true productivity levels
B. the natural instinct of men is to take it easy
C. there is a breakdown of coordination between different departments
D. manual labour is replaced with machine-based systems (2 marks)
7. Which one of the following administrative principles by Henri Fayol encourages managers to promote harmony and team spirit among employees?
A. Unity of command
B. Esprit de corps
C. Centralisation
D. Scalar chain (2 marks)
8. Which one of the following statements represents a major criticism of Max Weber's Bureaucratic Theory?
A. It ignores the importance of a formal hierarchy
B. It focuses too much on the informal social needs of workers
C. It relies too heavily on the "rule of thumb" method
D. It leads to "red tape" and rigidity, slowing down decision-making (2 marks)
9. The Hawthorne Studies, led by Elton Mayo, concluded that productivity increases were primarily driven by which one of the following factors?
A. Improved physical lighting in the workplace
B. Financial incentives and performance-based pay
C. Social interaction and managerial attention to workers
D. The efficient division of labour into specialised tasks (2 marks)
10. Under Douglas McGregor's Theory Y, managers assume that employees _____.
A. are primarily motivated by financial rewards and require close supervision
B. perform best when given clear instructions and minimal autonomy
C. avoid responsibility unless guided by strict organisational controls
D. exercise self-direction and self-control if they are committed to objectives (2 marks)
11. Which one of the following management theories views an organisation as a set of interrelated parts that **MUST** function together as a holistic entity to achieve goals?
A. Contingency theory
B. Systems theory
C. Scientific management
D. Administrative theory (2 marks)
12. The "Contingency" approach to management is based on the idea that _____.
A. managerial actions depend on the specific circumstances or situation
B. there is "one best way" to manage all organisations
C. scientific principles are universally applicable without modification
D. hierarchy and structure are the only factors affecting performance (2 marks)

13. Which one of the following statements **BEST** explains the concept of Management by Objectives (MBO) as advocated by Peter Drucker?
- A. Managers set goals independently and communicate them to employees for implementation
 - B. Organisational objectives are achieved through strict supervision and detailed rules
 - C. Managers and employees jointly set specific objectives and periodically review performance
 - D. Employees determine their own objectives without consultation with management
- (2 marks)
14. Which one of the following tools is used in management to analyse an organisation's internal strengths and weaknesses as well as external opportunities and threats?
- A. Gantt Chart
 - B. Decision Tree
 - C. Kanban
 - D. SWOT Matrix
- (2 marks)
15. In Peter Drucker's Management by Objectives (MBO), a crucial condition for success is that _____.
- A. top management determines all objectives without subordinate input
 - B. annual performance reviews are conducted without interim feedback
 - C. static management reports are used instead of active coaching
 - D. objectives are mutually agreed upon between managers and team members
- (2 marks)
16. A retail chain regularly monitors social media trends and competitor pricing to adjust its product offerings. This process is known as _____.
- A. strategic implementation
 - B. environmental scanning
 - C. internal auditing
 - D. job analysis
- (2 marks)
17. When using the PESTEL framework to evaluate a new market, the introduction of stricter government regulations on waste emissions would be categorised under _____.
- A. economic factors
 - B. social factors
 - C. environmental factors
 - D. technological factors
- (2 marks)
18. In a SWOT analysis, a company's high employee turnover rate is considered as a/an _____.
- A. weakness
 - B. opportunity
 - C. strength
 - D. threat
- (2 marks)
19. Which one of the following is considered part of an organisation's "task environment" rather than its "general environment"?
- A. National inflation rates
 - B. Government regulatory policies
 - C. Global demographic patterns
 - D. Key suppliers and competitors
- (2 marks)

20. Environmental scanning is vital for long-term business strategy primarily because it helps managers to _____.
- A. maintain a mechanistic organisational structure
 - B. identify threats and opportunities early to ensure survival and growth
 - C. avoid any changes to the current business model
 - D. focus exclusively on day-to-day administrative tasks
- (2 marks)
21. A plan that outlines the daily, weekly and monthly goals required for smooth departmental operations is a/an _____.
- A. operational plan
 - B. strategic plan
 - C. tactical plan
 - D. contingency plan
- (2 marks)
22. Which one of the following actions represents the first step in the formal planning process?
- A. Developing alternative courses of action
 - B. Establishing organisational objectives and goals
 - C. Evaluating external environmental factors
 - D. Selecting the best alternative
- (2 marks)
23. Which one of the following principles states that the cost of establishing an organisational structure should **NOT** exceed the benefits?
- A. Unity of command
 - B. Scalar chain
 - C. Principle of efficiency
 - D. Span of management
- (2 marks)
24. According to the principle of "Unity of Command," which one of the following situations demonstrates the **CORRECT** application of this principle?
- A. An employee reports to the entire management team collectively
 - B. An employee is free to choose which supervisor to follow for different tasks
 - C. An employee receives orders from two supervisors at the same time
 - D. An employee is answerable to only one superior for their work
- (2 marks)
25. Which one of the following organisational structures groups activities according to products, customers or geographic territories?
- A. Functional structure
 - B. Divisional structure
 - C. Matrix structure
 - D. Simple structure
- (2 marks)
26. Delegation is considered "complete" only when which one of the following three elements are transferred?
- A. Authority, responsibility and seniority
 - B. Responsibility, accountability and tenure
 - C. Authority, responsibility and accountability
 - D. Authority, mission and vision
- (2 marks)

27. The "span of control" in an organisation refers to _____.
A. the number of subordinates a manager can effectively supervise
B. the total number of levels in an organisational hierarchy
C. the amount of authority delegated to middle management
D. the flow of information from the top of the scalar chain to the bottom (2 marks)
28. A leader who fosters a strong organisational culture, encourages professional growth and inspires employees to embrace innovative visions is using which one of the following styles?
A. Transactional leadership
B. Autocratic leadership
C. Laissez-faire leadership
D. Transformational leadership (2 marks)
29. A "Laissez-faire" leadership style is **BEST** characterised by which one of the following features?
A. High levels of leader involvement in directing tasks and guiding employees
B. Allowing team members full autonomy in decision-making and task completion
C. Leaders maintaining full control over decisions without team member input
D. Strict compliance with formal rules, procedures and organisational hierarchy (2 marks)
30. According to Maslow's Hierarchy of Needs, the need for realisation of one's full potential and personal growth is _____.
A. physiological needs
B. esteem needs
C. social needs
D. self-actualisation needs (2 marks)
31. Which one of the following motivational theories suggests that an employee's motivation is determined by the perceived link between effort, performance and the desirability of rewards?
A. Expectancy Theory
B. Equity Theory
C. Herzberg's Two-Factor Theory
D. Goal Setting Theory (2 marks)
32. According to Herzberg's theory, which one of the following is considered a "motivator" that leads to job satisfaction rather than a "hygiene factor"?
A. Salary and benefits
B. Working conditions
C. Recognition for achievement
D. Company policy (2 marks)
33. Which one of the following management function involves synchronising activities to ensure that different units work together effectively toward shared goals?
A. Planning
B. Staffing
C. Controlling
D. Coordination (2 marks)

34. The human resource process of evaluating candidates to determine their suitability for a specific role based on technical skills and culture fit is referred to as _____.
A. recruitment
B. selection
C. job analysis
D. human resource planning (2 marks)
35. A “Job Specification” differs from a “Job Description” in that it focuses primarily on which one of the following?
A. The tasks and duties to be performed
B. The reporting relationships within the hierarchy
C. The human qualities and qualifications required to perform the job
D. The physical environment and working conditions (2 marks)
36. Which one of the following actions in an organisation relates to “Succession planning”?
A. Developing internal employees for future leadership roles
B. Hiring temporary staff for seasonal peak production periods
C. Conducting annual performance appraisals for all existing staff
D. Analysing the labour market conditions in the industry (2 marks)
37. Which one of the following is an “understudy assignment”, which is a type of on-the-job training?
A. Classroom lectures
B. Simulation exercises
C. Coaching an employee to take over a superior’s role
D. Field attachments in another company (2 marks)
38. The type of control that focuses on monitoring activities while they are happening to ensure deviations are corrected instantly is _____.
A. feedforward control
B. concurrent control
C. feedback control
D. strategic control (2 marks)
39. In the control process, measuring performance is the step that immediately follows which one of the following?
A. Taking corrective action
B. Comparing results with objectives
C. Modifying standards
D. Establishing control standards (2 marks)
40. An effective management control system should be _____.
A. rigid enough to prevent any deviations from plans
B. flexible enough to adapt to changes in the dynamic environment
C. focused only on long-term growth, ignoring short-term milestones
D. kept confidential from employees to prevent manipulation (2 marks)

41. A manager is evaluating several possible actions and mapping the possible outcomes and consequences of each option before selecting the most appropriate course of action. Which one of the following tools is **MOST** appropriate for this analysis?
- A. Decision tree analysis
 - B. Pareto analysis
 - C. SWOT analysis
 - D. Gantt chart
- (2 marks)
42. In a remote team, a manager prioritises maintaining strong interpersonal connections and empathy with team members before addressing work tasks. This approach reflects the importance of _____.
- A. relationship-oriented leadership
 - B. balancing task and relationship orientation
 - C. bureaucratic supervision of employees
 - D. autocratic decision-making by managers
- (2 marks)
43. A manager repeatedly asks “why” a problem occurred in order to trace a recurring production defect back to its underlying problem. This technique is associated with _____.
- A. Pareto analysis
 - B. SWOT analysis
 - C. Decision tree analysis
 - D. Root cause analysis
- (2 marks)
44. Which one of the following actions is an example of a manager acting as a “Disturbance Handler” in Mintzberg's decisional category?
- A. Negotiating a new contract with a critical supplier
 - B. Resolving a dispute between team members that is delaying a project
 - C. Allocating the monthly marketing budget across different social media channels
 - D. Initiating a new change programme to improve organisational efficiency
- (2 marks)
45. A manager who demonstrates a respectful and inclusive attitude while actively including everyone in discussions is _____.
- A. exercising coercive power
 - B. implementing scientific management
 - C. leading by example
 - D. delegating authority laterally
- (2 marks)
46. Organisational change that requires a fundamental shift in culture, mission and long-term strategy is classified as _____.
- A. transformational change
 - B. incremental change
 - C. unplanned change
 - D. structure-related change
- (2 marks)
47. Which one of the following is a common “human/emotional” factor that causes employees to resist organisational change?
- A. Lack of technological infrastructure
 - B. Inadequate research and development
 - C. Fear of the unknown or loss of status
 - D. Stricter environmental regulations
- (2 marks)

48. To effectively reduce resistance and ensure a smooth transition during change, managers should _____.
A. provide clear communication but limit employee participation to avoid delays
B. introduce change gradually while maintaining strict control over decisions
C. offer incentives to encourage compliance without involving employees in planning
D. involve employees early in the decision-making process (2 marks)
49. "Incremental change" in an organisation refers to _____.
A. large-scale transformations of the business model
B. gradual improvements in processes or systems
C. sudden changes necessitated by an economic crisis
D. shifting the entire organisational structure from functional to matrix (2 marks)
50. Which one of the following statements is an example of an "internal trigger" for organisational change?
A. A management decision to introduce new performance reviews
B. A sudden shift in foreign market conditions
C. Changing consumer preferences in the industry
D. New government policies on labour relations (2 marks)
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ACCOUNTING TECHNICIANS DIPLOMA (ATD)

LEVEL II

PRINCIPLES OF MANAGEMENT

MONDAY: 1 December 2025. Afternoon Paper.

Time Allowed: 2 hours.

This paper consists 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.

Use the information below to answer Question 1 to Question 3.

- (i) Approves a major capital expenditure after evaluating competing bids.
- (ii) Represents the organisation by presiding over a county prize-giving ceremony.
- (iii) Collects and analyses competitor information, then briefs departmental heads through a weekly report.
- (iv) Negotiates and resolves a dispute between the organisation and a supplier.

1. Which one of the above actions is an example of Mintzberg's decisional roles?

- A. (i) and (iv)
- B. (ii) only
- C. (iii) and (iv)
- D. (i) only

(2 marks)

2. Which one of the above actions is an example of Mintzberg's informational roles?

- A. (iii) only
- B. (i) and (iii)
- C. (ii) and (iii)
- D. (ii) only

(2 marks)

3. Which action is an example of an interpersonal role?

- A. (i)
- B. (ii)
- C. (iii)
- D. (iv)

(2 marks)

4. An operations manager encourages employee's participation in decision-making while assuming people are self-motivated, creative and seek responsibility. This belief aligns with _____.

- A. Theory Y
- B. Theory X
- C. Bureaucratic model
- D. Total quality management

(2 marks)

5. Which one of the following scenarios **BEST** illustrates Fayol's principle of "unity of direction"?

- A. A department with one manager pursuing a shared objective
- B. An employee reporting to two supervisors at the same time
- C. Workers forming informal groups to resist management rules
- D. A Chief Executive Officer (CEO) delegating all decision-making to subordinates

(2 marks)

6. Which one of the following statements **BEST** differentiates strategic planning from tactical planning?
- Strategic planning is short-term, while tactical planning is long-term
 - Strategic planning focuses on specific departments, while tactical planning focuses on the organisation as a whole
 - Strategic planning defines the overall direction, while tactical planning translates strategies into medium-term actions
 - Strategic planning is repetitive, while tactical planning is non-repetitive (2 marks)
7. A modern tech company intends to apply classical theories however it faces criticism from employees who demand flexibility, autonomy and participation in decision-making. Which one of the following limitations of classical theories does this highlight?
- Lack of emphasis on efficiency
 - Overemphasis on hierarchy and structure
 - Failure to apply incentives
 - Weakness in technological adaptation (2 marks)
8. Which one of the following statements **BEST** explains why decision-making at the top level is considered complex?
- It is routine and repetitive
 - It is highly structured and predictable
 - It only focuses on short-term market trends
 - It requires balancing multiple stakeholders' interests under uncertainty (2 marks)
9. Which one of the following statements **BEST** describes the purpose of internal business environment analysis?
- To understand only external threats in the market
 - To assess organisational strengths and weaknesses
 - To forecast macroeconomic trends
 - To monitor competitors' strategies (2 marks)
10. Which one of the following statements explains why planning may not ensure organisational success, even when implemented perfectly?
- Planning ignores lower-level participation
 - Planning cannot fully control external environmental forces
 - Planning consumes excessive resources
 - Planning only applies to operational activities (2 marks)
11. In a software company, programmers, testers and designers are grouped into separate teams before being assigned leaders. Which one of the following sequences is represented?
- Delegation → Reporting → Identification of work
 - Assignment of duties → Delegation → Departmentalisation
 - Identification of work → Departmentalisation → Assignment of duties
 - Reporting relationships → Identification → Delegation (2 marks)
12. In a changing environment, businesses that successfully adapt are often characterised by _____.
- rigidity and strict adherence to old systems
 - overdependence on a single product line
 - flexibility, innovation and proactive scanning of trends
 - ignoring competitor strategies (2 marks)
13. The principle of efficiency in organising emphasises that _____.
- the cost of organising should not exceed the benefits derived
 - every manager must supervise only one subordinate
 - authority must always be centralised
 - plans should remain rigid to avoid confusion (2 marks)
14. In supervision, the principle of "span of control" suggests that _____.
- the wider the span, the easier it is for a supervisor to maintain close control
 - there is an optimum number of subordinates that a supervisor can effectively manage
 - supervisors should have unlimited subordinates to achieve economies of scale
 - supervision becomes unnecessary if subordinates are highly skilled (2 marks)

15. Which one of the following organisational factors would **MOST** strongly determine the degree of departmentalisation required?
- A. Managerial style
 - B. Nature and complexity of activities
 - C. Level of competition
 - D. Financial position of the organisation
- (2 marks)
16. In selection, the human resource manager ensures every shortlisted candidate is asked the same set of predetermined questions to ensure fairness and comparability. This is an example of _____.
- A. structured interview
 - B. stress interview
 - C. informal interview
 - D. panel interview
- (2 marks)
17. In a matrix project structure, employees are often faced with conflicts because they receive instructions from both a project manager and a functional manager. This challenge is **BEST** described as _____.
- A. duplication of resources
 - B. unity of command violation
 - C. bureaucratic rigidity
 - D. lack of innovation
- (2 marks)
18. A bank introduces real-time fraud detection software that flags suspicious transactions instantly. At the same time, it conducts annual audits to review past performance and prevent recurrence of similar fraud in the future. Which one of the following combination of controls is being used?
- A. Feedforward and bureaucratic control
 - B. Concurrent and feedback control
 - C. Feedback and clan control
 - D. Strategic and output control
- (2 marks)
19. In management, staffing is considered a continuous function because _____.
- A. it is performed only during recruitment seasons
 - B. it ends once employees are hired
 - C. people constantly enter, move within and leave the organisation
 - D. it is less important than other management functions
- (2 marks)
20. Employees resist change because they fear loss of jobs, altered routines or lack of competence. Which one of the following aspects of the change process must managers focus on to reduce this resistance?
- A. Building urgency
 - B. Reinforcing new behaviours
 - C. Formalising rules and policies
 - D. Addressing human and emotional factors
- (2 marks)
21. A Chief Executive Officer (CEO) motivates employees to embrace innovative ideas, fosters a strong organisational culture and encourages professional growth. Which one of the following leadership styles is exemplified here?
- A. Transformational
 - B. Transactional
 - C. Autocratic
 - D. Laissez-faire
- (2 marks)
22. Planning and controlling are often described as two sides of the same coin. Which one of the following statements **BEST** justifies this statement?
- A. Planning sets objectives, while controlling ensures their achievement
 - B. Planning and controlling are independent activities
 - C. Planning replaces the need for controlling
 - D. Controlling is more important than planning
- (2 marks)
23. Which one of the following levels of management serves as the key link between strategy formulation and day-to-day supervision by translating policies into departmental action plans?
- A. Supervisory management
 - B. Middle-level management
 - C. Top-level management
 - D. Technical management
- (2 marks)

24. Which one of the following actions **BEST** demonstrates the exercise of conceptual skills in management?
- A. Drafting daily work schedules for frontline employees
 - B. Troubleshooting a malfunctioning machine on the factory floor
 - C. Designing an innovative corporate strategy in response to market shifts
 - D. Conducting routine employee performance reviews
- (2 marks)
25. Delegation is said to be complete only when three elements are transferred. Which one of the following represents this process?
- A. Sharing responsibility alone
 - B. Giving authority without accountability
 - C. Assigning authority, responsibility and accountability
 - D. Removing responsibility from the superior
- (2 marks)
26. According to the principle of unity of command, which one of the following situations demonstrates proper application of this principle?
- A. An employee receives orders from two supervisors at the same time
 - B. An employee is answerable to only one superior for his work
 - C. An employee is free to choose which superior to follow
 - D. An employee reports to the entire management team collectively
- (2 marks)
27. According to the principle of specialisation, what is the main advantage of dividing work among employees based on skills?
- A. It reduces the workload of top managers only
 - B. It ensures every employee becomes a generalist in all functions
 - C. It increases efficiency by allowing employees to focus on their areas of expertise
 - D. It encourages frequent transfer of employees across departments
- (2 marks)
28. In which one of the following types of organisation structures does authority flow directly from the top manager to the lowest employee without interruption?
- A. Line organisation
 - B. Functional organisation
 - C. Informal organisation
 - D. Matrix organisation
- (2 marks)
29. Which one of the following reasons is **NOT** a cause of employees resisting organisational change?
- A. Fear of losing their jobs or power
 - B. Lack of understanding of the benefits of change
 - C. Uncertainty about new processes
 - D. Willingness to learn new skills
- (2 marks)
30. Organisations today are increasingly adopting flexible work arrangements. Which one of the following reasons **LEAST** explains this trend?
- A. New technologies make it easier to coordinate employees across different work sites
 - B. Decline in the importance of formal employment, with employees preferring compressed or staggered schedules
 - C. Growth of Generation “Y” and increased participation of women in the workforce, requiring flexible arrangements
 - D. Flexible work patterns always result in higher productivity, regardless of context
- (2 marks)
31. A Pan-African distributor wants local responsiveness in West, East and Southern Africa while sharing corporate services. Which one of the following structural choices is **MOST** fitting?
- A. Pure functional
 - B. Geographic divisional with shared service centers
 - C. Simple structure
 - D. Product divisional only
- (2 marks)
32. The process of gathering information and comparing this information to preestablished standards is part of _____.
- A. influencing
 - B. motivating
 - C. planning
 - D. controlling
- (2 marks)

33. The following factors are considered in environmental analysis, **EXCEPT** _____.
A. economic issues
B. suppliers
C. demographics
D. media (2 marks)
34. An executive pursuing transformational change would give their highest priority to which one of these change targets?
A. Job design for individuals in a customer service department
B. The organisational culture
C. Technology support for a new management information system
D. An out-of-date policy (2 marks)
35. In a SWOT analysis, which one of the following issues is **NOT** an organisational weakness?
A. Inadequate research and development
B. Supply chain disruption
C. Outdated facilities
D. Poor management (2 marks)
36. Which one of the following is **NOT** an internal trigger for organisational change?
A. Employee preferences and suggestions
B. Shifting demographic patterns
C. Management decisions
D. Poorly designed organisation structure (2 marks)
37. The following are the roles of the manager as an agent of change, **EXCEPT** _____.
A. build trust amongst subordinates
B. encourage employee participation
C. provide information in advance
D. disregard informal communication and stick to the formal channels only (2 marks)
38. _____ are the type of skills that are vital in defining and understanding the state of affairs and events in the organisation.
A. Conceptual skills
B. Diagnostic skills
C. Human skills
D. Technical skills (2 marks)
39. Structure-related changes may mean the following, **EXCEPT** _____.
A. changing one form of organisation to another
B. changing problem-solving and decision-making procedures
C. changing the number of hierarchical levels
D. changing span of management (2 marks)
40. Which one of the following forms is the expression of human response to change?
A. Motivation
B. Organising
C. Resistance
D. Planning (2 marks)
41. Internal weaknesses of an organisation include all of the following, **EXCEPT** _____.
A. use of outdated technology
B. poor relationships between management and subordinates
C. changing consumer preferences
D. lack of innovative ability (2 marks)
42. Which one of the following statements is **NOT** a social objective of management?
A. To contribute in improving standards of living
B. To save the environment from getting polluted
C. To share their profits with the surrounding community
D. To create employment (2 marks)

43. Management as a profession is said to fulfil the following, **EXCEPT** _____.
A. availability of formal methods of training
B. existence of a body of knowledge
C. personal judgement
D. existence of a formal code of ethics (2 marks)
44. The functional areas of management are _____.
A. planning, organising, staffing, directing and controlling
B. directing, motivation and communication
C. production, marketing, personnel and finance
D. administration, coordination, production and finance (2 marks)
45. Improvement in modern technology has led to the following, **EXCEPT** _____.
A. availability of diverse information that helps management to make informed decisions
B. increase in the physical facilities in organisations
C. opened the work place to new approaches to doing work
D. opened a global market with diverse players (2 marks)
46. Which one of the following actions is **NOT** an element of organising?
A. Defining authority and responsibility
B. Departmentation
C. Defining the mission statement
D. Linking departments (2 marks)
47. Which one of the following functions of management ensures that actual activities conform to planned activities?
A. Organising
B. Planning
C. Controlling
D. Coordinating (2 marks)
48. The requirement that a manager should answer to a higher-level superior for results achieved by a work team is called _____.
A. authority
B. empowerment
C. accountability
D. dependency (2 marks)
49. Restructuring by downsizing operations and reducing staff is a form of _____ strategies.
A. growth
B. concentration
C. retrenchment
D. incremental (2 marks)
50. The contingency approach to management emphasises the viewpoint that what managers do in practice depends on overall on the _____.
A. task
B. situation
C. managers personality
D. worker (2 marks)
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ATD LEVEL II

PRINCIPLES OF MANAGEMENT

MONDAY: 18 August 2025. Afternoon Paper.

Time Allowed: 2 hours.

This paper consists 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 one of the following statements **LEAST** explains the relevance of open systems theory to 21st century managers?
 - A. Change in the environment that require managers to realign strategies since the organisation is dependent on the environment for resources
 - B. Sustainability concept requires management to adopt environmentally friendly policies in effective management of waste
 - C. Customer centric strategies in production process are needed for customer's retention and positioning in the market
 - D. Tall organisational structure design should be put in place to enable making of quick decisions with less consultations of employees in lower hierarchies (2 marks)
2. Neo-classical theories of management are a total departure from the classical theories of management. Which one of the following statements does **NOT** elaborate the contrast between neo-classical and classical theories of management?
 - A. Neo-classical theories are people oriented and advance a school of thought which believes that human behaviour influences organisation performance more compared to structures and systems in classical theories
 - B. Classical theories focus on external environment in designing of work systems for targets achievement compared to neo-classical theories which focus on internal environment and human resource
 - C. Classical theories are work and organisational centred and advance a school of thought which believes that human elements in organisations can be manipulated to achieve high performance through rules, procedures, systems and structures
 - D. Both neo-classical and classical theories advance a performance paradigm about organisation and human performance despite their contrasting difference in approach (2 marks)
3. Which one of the following management approaches may fail to spur innovation and creativity in an organisation?
 - A. Autocratic management
 - B. Transformational management
 - C. Participative management
 - D. Laissez-faire management (2 marks)
4. "Employees don't quit their jobs but they quit from toxic work environment".

With reference to the above statement, which one of the following work environments is **LEAST** toxic in leading an employee to quitting a job?

 - A. Incompetent bosses who undervalue the performance and achievement of the employees leading to poor alignment between workload and pay
 - B. Challenging tasks which though achievable and equitably compensated overstretch the employee skills and competencies
 - C. Values misalignment between individual and the organisation leading to lack of trust in leadership
 - D. Work life balance issues due to absence of remote or flexible work arrangements and which leads to detachment from personal life (2 marks)

5. Planning process involves clearly defined steps. Which one of the following descriptions is **INCORRECT** about the planning steps?
- Evaluation of alternatives step creates an indecision situation to managers in making optimal decisions due to dynamic environment
 - Setting of objective step defines what the organisation desires to achieve, hence determining optimal resources application
 - Monitoring and control step ensures that implementation is as per the plan schedule and control measures are undertaken to correct any deviations
 - Feedback step allows or modification of the plans to align to the change in environment or modification of objectives (2 marks)
6. Consultants are at times engaged to set organisational goals, a task which is a preserve of top management. Which one of the following statements **BEST** explains why consultants are preferred in organisational goal setting?
- Consultant set goals are based on wide knowledge of the industry and hence are aligned to industry best practice
 - Consultant goals are usually after broad consultation with all managers and hence have broad view of the organisation compared to managers set goals which at times are confined to departments
 - Managers set less challenging goals which are easily achievable to ensure they are positively evaluated on their performance
 - Goals are organisational specific and consultant's broad knowledge on industry can only be modified to fit the context of the organisation (2 marks)
7. Which one of the following statements on leadership is **NOT** a distinct characteristic of servant leadership?
- The leader creates value for community by behaving ethically, responsibly and being accountable for actions which fail to promote sustainability
 - Humility, shared leadership, putting subordinates first and voluntary subordination to followers
 - Providing guidance to followers through a clear chain of procedures which are developed to serve both people and organisations
 - Serving and developing others in a high involving environment which is modelled on integrity and authenticity (2 marks)
8. Which one of the above statements indicates management as a science?
- Management is grounded on theories that are developed through systematic research and analysis of data to build casual relationships between concepts
 - Organisational culture that puts emphasis on values, positive attitude and behaviour is critical for performance
 - Networks and relationships that are built around informal groups provide employee motivation
 - Learning through experiences is an effective method of gaining knowledge (2 marks)
9. The management principle of Henry Fayol that explains power mechanism in an organisation is _____.
- span of control
 - centralisation
 - tenure stability
 - Espirit de corps (2 marks)
10. The following aspects of communication relate to classical theory of management, **EXCEPT** _____.
- vertical flow of communication using the scalar chain
 - formal communication system of written memos to or from supervisors
 - task related communication by managers to employees in regard to set targets
 - social communication between work groups and teams (2 marks)
11. Which one of the following actions by top management would increase resistance level during change process?
- Lack of top management support
 - Top managers forcing change to employees
 - Inconsistent actions by top management
 - Top management failure to provide a clear change program (2 marks)

12. Which one of the following types of organisational structures would enhance cross functional working of teams in an organisation?
- A. Product structure
 - B. Functional structure
 - C. Branch network structure
 - D. Matrix structure
- (2 marks)
13. Skills sets that enable managers to visualise the entire organisation when making decisions solving problems or introducing new ideas are called _____.
- A. technical skills
 - B. conceptual skills
 - C. diagnostic skills
 - D. analytical skills
- (2 marks)
14. Change is a permanent feature in today's management due to continuous disruptions. Which one of the following disruptions **LEAST** explains why change is a permanent feature in today's management?
- A. Stability in market trends
 - B. Technological advancements
 - C. Globalisation and competition
 - D. Shifting consumer preferences
- (2 marks)
15. Matrix structures leads to enhancement of skills to employees working in projects due to the following reasons, **EXCEPT** _____.
- A. allows team working between employees from different departments leading to sharing of tacit knowledge and skills
 - B. training is undertaken to employees from different departments involved in projects that use matrix structure in order to attain uniformity of skills application
 - C. dual reporting to two managers enables employees to learn from many managers
 - D. knowledge and information flow in matrix structure is less restricted and hence there is more learning
- (2 marks)
16. The following are principles guiding corporate social responsibility, **EXCEPT** _____.
- A. the principle of profit motive; business exists for the benefit of investors and the society benefits from manager's initiatives of using profits to give back to society
 - B. the principle of legitimacy; society permits businesses to exist and grants them power and legitimacy which are lost once the business abuse them
 - C. the principle of public responsibility; businesses are responsible for outcomes related to their primary and secondary areas of involvement with the society
 - D. the principle of managerial discretion; managers are moral actors obliged to exercise reasonable discretion towards socially responsible outcomes
- (2 marks)
17. Which one of the following actions would be an example of an unplanned change in an organisation?
- A. Introducing new technology systems
 - B. Expanding into new markets
 - C. A sudden economic crisis requiring cost-cutting measures
 - D. Implementing new performance reviews
- (2 marks)
18. In the context of change, "incremental change" refers to _____.
- A. large-scale changes that restructure the organisation
 - B. gradual improvements in processes or systems
 - C. changes introduced to meet regulatory requirements
 - D. a complete transformation of the business model
- (2 marks)
19. Which one of the following courses of action is an example of a planned change?
- A. Responding to a competitor's new product launch
 - B. Implementing a new customer relationship management system
 - C. A sudden shift in market conditions
 - D. A change in government policy
- (2 marks)

20. A company identifies that its products are highly regarded for quality but its distribution network is inefficient. Which one of the following components of SWOT analysis does this situation reflect?
- A. Strengths and threats
 - B. Weaknesses and opportunities
 - C. Strengths and weaknesses
 - D. Opportunities and threats
- (2 marks)
21. The chief executive officer of a startup reviews their environmental scanning report and notices increasing competition. Which one of the following actions would be the **BEST** way to address this threat?
- A. Launch a new marketing campaign to differentiate their product
 - B. Increase prices to improve profit margins
 - C. Avoid introducing any new products in the short term
 - D. Focus solely on retaining existing customers
- (2 marks)
22. A company's environmental scan identifies a growing demand for eco-friendly products. Which one of the following applications would be **MOST** suitable to support survival and growth?
- A. Lower the prices of non-eco-friendly products to remain competitive
 - B. Transition the company's product line to include sustainable options
 - C. Survey existing customers about their opinion on eco-friendly products
 - D. Develop an advertising campaign to promote current products
- (2 marks)
23. During environmental scanning and analysis, a company discovers that their industry is expected to face stricter regulations in the next two years. Which one of the following courses of action would the company adopt?
- A. Wait until the regulations are implemented before responding
 - B. Increase production immediately to maximise short-term profits
 - C. Begin aligning processes with anticipated regulations now
 - D. Focus resources on other areas of the business to avoid distraction
- (2 marks)
24. A school administrator decides to allocate more resources to teacher training programs to improve student performance. This decision is an example of _____.
- A. strategic planning for long-term development
 - B. tactical planning to achieve medium-term goals
 - C. contingency planning for unforeseen challenges
 - D. operational planning for daily activities
- (2 marks)
25. A consulting firm adopts a matrix structure to manage overlapping client projects and internal research initiatives. Which one of the following challenges is **MOST** likely to arise from this organising approach?
- A. Reduced flexibility in resource allocation
 - B. Ambiguity in reporting relationships
 - C. Lack of specialised roles
 - D. Excessive centralisation of authority
- (2 marks)
26. In an attempt to boost productivity, a company assigns team leaders the authority to allocate tasks and make decisions. However, conflicts arise as employees continue seeking approvals from higher management. Which one of the following organising principles has been violated?
- A. Decentralisation
 - B. Unity of direction
 - C. Scalar chain
 - D. Unity of command
- (2 marks)
27. A manager gives a senior employee the responsibility to oversee the work of other staff members on a critical project. The senior employee is expected to make decisions, offer guidance and ensure that work is completed on time. This leadership style is _____.
- A. laissez-faire leadership
 - B. transformational leadership
 - C. autocratic leadership
 - D. democratic leadership
- (2 marks)

28. A manager assigns tasks to subordinates, ensuring that each team member has a clear understanding of their responsibilities and deadlines. However, the manager also provides the autonomy to team members to handle issues without constant supervision. This is an example of _____.
A. autocratic leadership
B. laissez-faire leadership
C. democratic leadership
D. delegation (2 marks)
29. A human resource manager at a manufacturing company conducts a series of interviews to evaluate candidates based on their technical skills and ability to fit into the company's culture. This example of staffing process is known as _____.
A. job analysis
B. selection
C. recruitment
D. performance appraisal (2 marks)
30. An organisation is reviewing its staffing function and has identified gaps in leadership roles. To address this, the human resource team is focusing on succession planning and internal promotions, ensuring that potential leaders are developed from within the company. In staffing, this is an example of _____.
A. human resource planning
B. recruitment
C. job analysis
D. training and development (2 marks)
31. A company is struggling with high turnover rates among its sales staff. The Human Resource department conducts an analysis of the working environment, compensation packages and employee satisfaction to identify areas for improvement. This staffing component function analysis is an example of _____.
A. human resource planning
B. performance appraisal
C. job analysis
D. retention strategy (2 marks)
32. An organisation has established a system of key performance indicators (KPIs) to measure the efficiency of its production process. However, the results are consistently showing a mismatch between targets and actual performance. Upon evaluating the control system, the management concludes that the control measures were not aligned with strategic objectives. Which one of the following steps should the management consider?
A. Increase the frequency of performance reviews
B. Revise and align the performance measures with strategic goals
C. Increase resource allocation to the production team
D. Reduce the use of performance indicators (2 marks)
33. A financial services firm is considering adopting a new approach to monitoring employee performance, moving from traditional annual appraisals to continuous feedback and regular performance reviews. Which one of the following types of control is being implemented?
A. Preventive control
B. Concurrent control
C. Feedback control
D. Feedforward control (2 marks)
34. A retail company finds that, despite significant investments in training and technology, the sales performance in one region remains below expectations. After reviewing the control measures, it is concluded that the sales goals are unrealistic and do not align with the market conditions. Which one of the following actions should be taken to improve the control process?
A. Change the performance monitoring tools
B. Adjust the sales goals to reflect market conditions
C. Increase investment in training and technology
D. Reduce the frequency of performance evaluations (2 marks)

35. Which one of the following results was the primary focus of the "one best way" approach to work by Frederick Taylor's Scientific management theory?
- A. Maximising employee satisfaction
 - B. Increasing the speed of production
 - C. Standardising tasks and optimising worker efficiency
 - D. Reducing labour costs through layoffs
- (2 marks)
36. According to Abraham Maslow's Hierarchy of Needs, which one of the following needs is at the highest level in the hierarchy?
- A. Physiological needs
 - B. Safety needs
 - C. Self-actualisation needs
 - D. Social needs
- (2 marks)
37. The "Contingency Theory" of management suggests that _____.
- A. there is one best way to manage any organisation
 - B. management approaches must be adapted based on the specific situation and external factors
 - C. scientific management techniques are universally applicable across all industries
 - D. employee motivation is largely determined by external rewards and punishments
- (2 marks)
38. A company has been struggling with a high labour turnover rate among lower-level employees. Upon reviewing the management structure, it becomes clear that middle-level managers lack the leadership skills to engage and motivate employees.
- Which one of the following actions is the **MOST** appropriate strategy to address this issue?
- A. Increase compensation and benefits for lower-level employees to reduce turnover
 - B. Provide leadership training and development programs for middle-level managers to improve their employee engagement skills
 - C. Implement stricter disciplinary measures for lower-level employees to address turnover
 - D. Replace middle-level managers with new managers who have better leadership skills
- (2 marks)
39. Which one of the following skills is essential for lower-level managers to effectively perform their role of overseeing and guiding the daily activities of employees?
- A. Analytical skills
 - B. Conceptual skills
 - C. Technical skills
 - D. Human skills
- (2 marks)
40. In evaluating the qualities of an effective manager, which one of the following statements represents the **BEST** way of fostering a positive work environment and maintaining team productivity?
- A. Strict adherence to organisational policies
 - B. Strong technical expertise in the field of operation
 - C. Excellent interpersonal and communication skills
 - D. A focus on increasing profitability and cost-cutting measures
- (2 marks)
41. A company has introduced a new technological system, but employees are resisting its adoption despite extensive training. Upon evaluation, it is determined that employees fear losing their jobs due to automation. Which one of the following strategies would be effective in addressing this resistance?
- A. Reassuring employees of job security and emphasising the value of the new system in enhancing their roles
 - B. Reducing the scope of the new system to minimise the impact on employees
 - C. Offering financial incentives for those who embrace the change
 - D. Implementing stricter monitoring of employee performance to ensure adoption
- (2 marks)
42. Which one of the following evaluation criteria would be **MOST** important when assessing the impact of organisational change on employee performance?
- A. The number of training sessions conducted
 - B. The level of employee satisfaction with the new system
 - C. The extent to which employees are able to meet new performance standards post-change
 - D. The financial cost of the change implementation
- (2 marks)

43. When assessing the effectiveness of a major change initiative, which one of the following factors is the **MOST** critical for a company to consider in terms of long-term sustainability?
- The degree of initial resistance faced during the change process
 - The extent to which the change aligns with the organisation's values and culture
 - The speed at which the change was implemented
 - The resources allocated to training during the change process
- (2 marks)
44. In the context of organisational change, which one of the following actions would be the **MOST** appropriate evaluation method to measure the effectiveness of communication strategies used to manage resistance to change?
- Conducting a post-change survey to assess employee perceptions and feedback on the clarity and frequency of communication
 - Counting the number of emails sent to employees about the change
 - Monitoring the number of meetings held to discuss the change process
 - Analysing the cost of communication materials used during the change process
- (2 marks)
45. A company plans to expand its operations internationally. As part of its external environmental analysis, it evaluates the economic conditions in the target market using PESTEL. Which one of the following economic factors would **MOST** significantly affect the company's decision to enter the market?
- The country's inflation rate and unemployment levels
 - The technological infrastructure available for business operations
 - The political climate surrounding foreign investments
 - The demographic structure of the population
- (2 marks)
46. In evaluating the impact of the external environment on business strategy, which one of the following methodologies would be the **BEST** to be used to assess the "Technological" factor in PESTEL analysis for a technology company planning to launch a new product?
- Evaluate the availability of government subsidies for innovation
 - Analyse the pace of technological advancements and their potential to disrupt the market
 - Assess the cultural acceptance of technology in the target market
 - Investigate the legal restrictions on new technologies in the industry
- (2 marks)

Use the following information to answer Question 47 to Question 50.

The following are current global trends that will distort the established principles and practice of management at work place:

- Environmental and natural challenges issues including climate change, green management and energy crisis
- Diversity management and degenderisation with more top positions being occupied by women and employees who are enabled differently
- Empowerment of employees through increased democratisation as indicated by enhanced engaged, increased involvement and participation in decision making
- Transformation of labour as management moves away from contracted employment to part time working, short contracts or outsourcing

47. Which one of the above global trends explains increased management participation in sustainability initiatives?
- (i) and (ii)
 - (ii) and (iii)
 - (i) only
 - (iii) and (iv)
- (2 marks)
48. Which one of the global trends promotes a recruitment and promotion policy of an "equal opportunity employer"?
- (ii) only
 - (ii) and (iii)
 - (iii) and (iv)
 - (i) and (ii)
- (2 marks)
49. The future of trade unions and their ability to negotiate for better employees' salaries, pensions and working conditions will be negatively impacted by _____.
- (iv) only
 - (ii) and (iii)
 - (iii) and (iv)
 - (i) and (ii)
- (2 marks)

50. Innovation and creativity in organisations will be enhanced if management practices _____.

- A. (i) and (ii)
- B. (iii) and (iv)
- C. (ii) and (iii)
- D. (i) and (iv)

(2 marks)

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ATD LEVEL II

PRINCIPLES OF MANAGEMENT

TUESDAY: 22 April 2025. Afternoon Paper.

Time Allowed: 2 hours.

This paper consists 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 one of the following challenges is **NOT** associated with talent retention by management?
- A. Mobility of talented employees due to skills and talent scarcity in the industry
 - B. Changing technologies that require management to continuously upgrade operational systems and improve employee capacity
 - C. Talent acquisition strategies which fail to utilise technology in recruitment
 - D. High demands by talented employees which are out of management's ability
- (2 marks)

Use the following information to answer Questions 2 to Question 4.

The following are statements about process theories of motivation:

- (i) Employee X is dissatisfied because he perceives the ratio of his outcome to input to be higher than that of employee Y who is paid comparatively higher salary.
- (ii) Achievements of the organisations and those of the informal groups in the organisation have failed to contribute to the attainment of employees aspirations.
- (iii) Extra effort put by employee Z which have led to better job performance have led to outcomes of her promotion, extra responsibilities and pay.
- (iv) The E-factors (energy, excitement, emotions and enthusiasm) have resulted to achievement of the projected organisational outcomes and have addressed individual own needs.

2. Which one of the statements above can be attributed to goal setting theory of motivation?
- A. (i) and (iv)
 - B. (ii) only
 - C. (iii) only
 - D. (iv) only
- (2 marks)

3. Which one of the statements above can be attributed to equity theory of motivation?
- A. (i) and (iii)
 - B. (iii) and (iv)
 - C. (i) only
 - D. (ii) and (iv)
- (2 marks)

4. Which one of the statements above can be attributed to expectancy theory of motivation?
- A. (i) and (ii)
 - B. (ii) and (iii)
 - C. (iii) only
 - D. (iii) and (iv)
- (2 marks)

5. Management by Values (MBV) is viewed to be a superior management philosophy compared to Management by Objectives (MBO). In relation to the above statement, which one of the following statements is **NOT** a characteristic of management by values?
- A. MBV uses explicit values that are clearly stated in organisation's value statement to guide employees in their performance and achievement of objectives
 - B. MBV aims at creating a set of values which guide in being more productive and achieving organisational objectives ethically

- C. MBV enables managers to agree on a common direction and strategies which are communicated to the employees and stake holders
D. MBV is characterised by qualities of sustainability, customer centric, team work and value for knowledge worker (2 marks)
6. Conflict is both functional and dysfunctional to an organisation. Which one of the following statements refers to the functional aspect of conflict?
A. Conflict leads to group solidarity and cooperation between the conflicting groups by redefining identity and strengthening cohesion
B. Tension and anxiety may arise during conflict as the opposing sides hold their positions as they negatively interpret action of others
C. Emotional and physical stress emanate from conflict as each opposing side tries to impose its position
D. Communication breakdown or distortion may arise when opposing sides decide not to talk to each other at the workplace (2 marks)
7. Product recall from the market back to the organisation's warehouses affect brand image and managers should therefore offer clear explanation to the public.
From the above statement, which one of the following explanations from managers' perspective is **LEAST** convincing to the public as to why a product recall is undertaken?
A. "The product recall was necessitated by quality lapse in one of the batches after the goods had already been released to the market; which has now been rectified"
B. "The product recall is a strategic withdrawal to help the organisation focus on improving the product in readiness of an incoming competitor"
C. "The product recall is part of the organisation's policy whenever customers provide dissatisfying feedback regarding a product quality"
D. "The product recall was after noticing imitation of our packaging and logos in the market and which would have negatively impacted to our esteemed customers" (2 marks)
8. Intrinsic rewards are considered to offer a higher level of work satisfaction compared to extrinsic rewards. Which one of the following statements **BEST** explains why intrinsic rewards offer more work satisfaction?
A. Intrinsic rewards contribute to a sense of growth, fulfillment and empowerment which increases the employee feeling of being valued and less intentions to leave the organisation
B. Employee's work satisfaction from intrinsic rewards is influenced by his or her positive perception about the rewards and the feeling of being valued
C. High levels of intrinsic rewards reduce the need for more extrinsic rewards by an employee and the need of adjusting salaries by an organisation
D. Intrinsic rewards provide a genuine feeling for employees to support change being introduced by the organisation since they feel involved during the change process (2 marks)
9. Big data analytics technology has enhanced quality and effectiveness of decisions made by managers. Which one of the following statements offers satisfactory explanation of big data analysis on management's decision making?
A. The quality of management decision based on big data analysis is biased towards analytical or quantitative methods of information processing
B. Management decision based on big data analysis fails to provide evidence on decisions made where observations or reliance on precedents are required
C. Big data analysis for decision making is largely based on industrial data and hence may fail to capture organisational business priorities
D. Big data analysis provides correlations of different business variables hence enabling managers to evaluate different business scenario and making predictions (2 marks)
10. Management is required to put in place an effective orientation program which ensures that newly recruited employees don't quit the organisation during the initial months after recruitment.
Which one of the following contents of an orientation program whose absence will have the **HIGHEST** influence in making an employee decide to quit?
A. Introduction to various managers who the employees report to and the junior employees whom he/she is responsible for
B. Description of the organisation layout as contained in the organisational chart and physical tour of the departments and the branches
C. Elaborate discussion and direction about the job and the performance expectations, indicating critical areas of the job and operational relationships with other departments or stakeholders
D. Salary and benefits administration manual in regard to payroll policy, payment dates, policy on the use of company vehicles and facilities and administration of leave days (2 marks)

11. Which one of the following steps is **NOT** part of the controlling functional process.
- A. Setting performance standards
 - B. Measuring actual performance
 - C. Delegating authority to employees
 - D. Taking corrective actions
- (2 marks)
12. The impact of a crisis to an organisation is influenced by manager's skills and preparedness on how to manage crisis. Which one of the following statements **BEST** indicates management's effectiveness in crisis management?
- A. Coordinated release of information and reassuring the public once a crisis occurs to avoid anxiety and speculation
 - B. Have a risk management system that identifies critical factors which may trigger a crisis and develop strategies of pre-empting the risk
 - C. Planning for the worst-case scenario by having contingency plans and putting aside contingency resources to avoid unpreparedness once a crisis occurs
 - D. Having a crisis management policy with clear response plan and a pool of well-trained managers who can work as a team in crisis policy execution
- (2 marks)

Use the following information to answer Question 13 to Question 16.

The following statements are about the various views about management:

- (i) Management is concerned with relations between employees, their agreed mode of behaviour, reasoning, beliefs and ways of expressing and sharing emotions.
- (ii) Management is about directing, sharing of resources, designing structures, rules and procedures which ensure effectiveness and efficiency.
- (iii) Management involves drawing of plans and strategies on how to make optimal use of scarce resources amidst competition between various departments.
- (iv) Management involves assigning duties, guiding staff, communicating with work teams and attending various meetings in the organisation.

13. Which of the statements above **BEST** describes management as a coordinating process?
- A. (ii) and (iv)
 - B. (i) and (ii)
 - C. (iii) and (iv)
 - D. (ii) only
- (2 marks)
14. Which of the statements above **BEST** describes management as a social process?
- A. (ii) and (iii)
 - B. (iv) only
 - C. (i) only
 - D. (i) and (ii)
- (2 marks)
15. Which of the statements above **BEST** describes management as an activity that requires economic resources?
- A. (ii) and (iii)
 - B. (iv) only
 - C. (iii) only
 - D. (iii) and (iv)
- (2 marks)
16. Which of the statements above **BEST** describes management as an activity?
- A. (ii) and (iv)
 - B. (ii) and (iii)
 - C. (i) and (iv)
 - D. (iii) only
- (2 marks)
17. Which one of the following statements describes the importance of environmental scanning?
- A. It helps managers understand external and internal factors that influence decision-making
 - B. It focuses only on analysing a company financial performance
 - C. It eliminates the need for strategic planning in an organisation
 - D. It ensures that organisations do not adopt to internal and external changes
- (2 marks)

18. Which one of the following statements **BEST** describes organisational change?
- A. A small adjustment in one department of the organisation
 - B. Any modification in the organisation's structure, processes or technology
 - C. Keeping the organisation's structure constant while changing policies
 - D. A shift in employee roles within the organisation
- (2 marks)
19. Change in an organisation can be classified as _____.
- A. planned or unplanned
 - B. direct or indirect
 - C. small or large
 - D. practical or impractical
- (2 marks)
20. A local bakery plans to expand its business by opening branches in neighboring towns. To ensure success, the management is in the process of conducting environmental scanning. Which one of the following actions is an example of this process?
- A. Training employees on customer service techniques
 - B. Assessing potential competitors in the new locations
 - C. Deciding on the recipes for new pastries to introduce
 - D. Hiring new staff before opening the branches
- (2 marks)
21. ABC Ltd. is planning to expand its operations into Tanzania. To effectively allocate its limited resources, which one of the following actions would be the **MOST** appropriate?
- A. Focus on upgrading existing technology in its home market
 - B. Invest in market research and partnerships in Tanzania
 - C. Develop new products for a different industry
 - D. Increase staff training only in its Kenyan office
- (2 marks)
22. Which one of the following information explains how a retail chain identifies an increase in online shopping trends?
- A. Reduce its investment in online operations
 - B. Invest in e-commerce infrastructure and digital marketing
 - C. Focus entirely on brick-and-mortar stores
 - D. Delay action until competitors have fully adopted the trend
- (2 marks)
23. A manager of a new restaurant wants to ensure smooth operations by setting daily, weekly and monthly goals. Which one of the following types of plans is the manager implementing?
- A. Strategic plan
 - B. Operational plan
 - C. Contingency plan
 - D. Tactical plan
- (2 marks)
24. During the planning process, an organisation creates a hierarchy of objectives, starting from the overall corporate goal and breaking it down into departmental and individual goals. This approach is an example of _____ planning.
- A. forecast-based
 - B. top-down
 - C. bottom-up
 - D. scenario
- (2 marks)
25. A multinational company handles its operations by creating divisions based on product categories, such as electronics, furniture and clothing. Each division is responsible for production, marketing and sales of its products. Which one of the following structures reflects the principle of organising?
- A. Functional departmentalisation
 - B. Unity of command
 - C. Divisional structure
 - D. Decentralisation of authority
- (2 marks)
26. A tech startup expands rapidly and finds its current organisational structure insufficient to handle the increased complexity of operations. Management decides to implement a hybrid structure that combines functional and geographic divisions. Which one of the following principles of organising supports this decision?
- A. Adaptability to environmental changes
 - B. Unity of command
 - C. Chain of command
 - D. Authority-responsibility balance
- (2 marks)

27. A financial services firm opts for a highly centralised structure to maintain strict control over compliance and risk management. Which one of the following drawbacks is **MOST** likely associated with this organising decision?
- A. Reduced specialisation
 - B. Slower decision-making in local operations
 - C. Increased complexity in reporting relationships
 - D. Ineffective delegation of authority
- (2 marks)
28. A manufacturing company introduces a new production line. To ensure that the employees adapt quickly to the changes, the manager encourages team collaboration, provides guidance and monitors the performance closely. The manager is applying _____.
- A. motivation
 - B. delegation
 - C. supervision
 - D. coordination
- (2 marks)
29. A sales manager provides team members with regular feedback, organises weekly meetings to discuss targets and offers incentives for high performance. This approach aims to achieve _____.
- A. delegation
 - B. coordination
 - C. supervision
 - D. motivation
- (2 marks)
30. A team leader at a construction company motivates workers by offering rewards based on their performance and aligning work goals with personal aspirations. This motivational approach is based on _____.
- A. Maslow's hierarchy of needs theory
 - B. Herzberg's two-factor theory
 - C. Expectancy theory
 - D. McGregor's Theory X and Theory Y
- (2 marks)
31. A multinational corporation is facing challenges in hiring qualified candidates for technical roles in its information technology (IT) division. The recruitment team has revised its job advertisements and targeted specialised job boards to attract candidates with the required skills. Which one of the following factors affects the staffing function?
- A. Technological advancements
 - B. Organisational culture
 - C. Economic conditions
 - D. Labour market conditions
- (2 marks)
32. A global hotel chain is expanding its services in multiple countries. They need to consider cultural expectations and availability of talent in different regions when staffing new branches. These considerations relate to the _____ factor affecting staffing.
- A. political
 - B. technological
 - C. legal
 - D. social
- (2 marks)
33. A multinational corporation has been experiencing a decline in its quarterly profits, despite the implementation of corrective actions. The management team decides to evaluate the effectiveness of its existing control systems and performance metrics to determine if they are adequately addressing the problem. Which one of the following types of control was applied in this case?
- A. Feedforward control
 - B. Concurrent control
 - C. Feedback control
 - D. Preventive control
- (2 marks)
34. A company implements a new quality control system to monitor production defects. However, after evaluating the system's effectiveness, the management team finds that defects continue to occur despite the measures in place. Which one of the following aspects of the control process is most likely flawed?
- A. Setting clear objectives
 - B. Implementing corrective actions
 - C. Measuring performance
 - D. Communicating performance standards
- (2 marks)

35. Which one of the following principles of management was **NOT** advocated for by Henri Fayol's Administrative management theory?
- A. Unity of command
 - B. Scalar chain
 - C. Scientific selection of workers
 - D. Division of work
- (2 marks)
36. Which one of the following statements **BEST** describes the concept of "Theory X" in Douglas McGregor's Theory X and Theory Y?
- A. Employees are motivated by self-fulfillment and take responsibility for their work
 - B. Employees inherently dislike work and must be coerced or controlled to achieve organisational goals
 - C. Employees are self-motivated and seek involvement in decision-making
 - D. Employees can be motivated through job enrichment and involvement in planning
- (2 marks)
37. Which one of the following statements represents a major criticism of Max Weber's bureaucratic management theory?
- A. It overemphasises the role of informal leadership in organisations
 - B. It does not account for the need for flexibility and innovation in decision-making
 - C. It is too focused on employee autonomy and individual motivation
 - D. It encourages the decentralisation of power and responsibilities
- (2 marks)
38. Which one of the following statements is the **MOST** appropriate evaluation of a top-level manager's role in shaping the organisational culture?
- A. Top-level managers typically focus on ensuring day-to-day tasks are completed, leaving culture development to lower-level managers
 - B. Top-level managers create the organisation's mission, vision, and values, thereby shaping the organisational culture
 - C. Top-level managers primarily handle the technical aspects of production, leaving cultural development to human resource
 - D. Top-level managers rarely influence organisational culture, as their focus is primarily on external relations and profitability
- (2 marks)
39. Which one of the following consequences is a major limitation of top-level management focusing too much on strategic decision-making and neglecting day-to-day operations?
- A. It limits the ability of middle managers to implement strategies effectively
 - B. It results in a lack of focus on long-term organisational growth
 - C. It leads to insufficient focus on technological advancements and operational efficiency
 - D. It restricts the ability of the organisation to address employee morale issues
- (2 marks)
40. Which one of the following statements describes a key difference between a manager and a leader in the context of organisational effectiveness?
- A. Managers focus on motivating employees, while leaders focus on controlling resources
 - B. Managers are primarily concerned with achieving organisational goals through established processes, while leaders inspire and guide employees to achieve broader visions
 - C. Managers focus on the long-term vision of the organisation, while leaders focus on day-to-day operations
 - D. Managers avoid taking risks, while leaders embrace uncertainty and encourage experimentation
- (2 marks)
41. When considering management at different levels, which one of the following actions is an example of a key responsibility for middle-level managers in an organisation?
- A. Setting the overall vision and long-term strategic goals
 - B. Coordinating the day-to-day activities and operations of first-line managers
 - C. Evaluating the effectiveness of upper management in implementing strategies
 - D. Ensuring the alignment of operational performance with corporate policies and strategies
- (2 marks)
42. When evaluating the success of a planned organisational change, which one of the following statements refers to the **MOST** critical factor to assess?
- A. The speed at which the change is implemented
 - B. The alignment of the change with the overall organisational strategy
 - C. The number of employees involved in the change process
 - D. The degree of external market competition
- (2 marks)

43. During a major restructuring, an organisation faced resistance from both employees and managers. In evaluating the change process, which one of the following methods would be the **MOST** effective to reduce resistance and ensure a smooth transition for the organisation?
- A. Mandating the change with strict policies and penalties for non-compliance
 - B. Involving employees and managers early in the decision-making process to gather feedback and build commitment
 - C. Reducing the communication regarding the change to prevent unnecessary anxiety
 - D. Implementing the change gradually without informing employees in advance to avoid pushback
- (2 marks)
44. When managing resistance to change in a hierarchical organisation, which one of the following approaches is **MOST** effective in fostering acceptance of the change at the lower levels?
- A. Directly enforcing the change through top-down commands without consultation
 - B. Encouraging top management to personally communicate the vision behind the change and its benefits
 - C. Ignoring employee feedback and proceeding with the change as planned
 - D. Delegating the entire responsibility for implementing the change to the human resource department
- (2 marks)
45. When assessing the types of organisational change, which one of the following statements would be classified as a transformational change that requires a fundamental shift in organisational culture?
- A. Introducing a new software system to improve operational efficiency
 - B. Restructuring the organisation to reduce overhead costs
 - C. Shifting from a centralised to a decentralised decision-making model
 - D. Expanding the product line to include new market segments
- (2 marks)
46. You are tasked with evaluating the external factors affecting a business using the PESTEL framework. Which one of the following factors would you consider as the **MOST** crucial when evaluating the political environment of a new market?
- A. The availability of skilled labour
 - B. The stability of the country's government and its regulatory policies
 - C. The social trends impacting consumer behavior
 - D. The technological advancements in the industry
- (2 marks)
47. In evaluating the changing business environment using PESTEL, which one of the following statements refers to the **MOST** likely external factor to cause significant disruption to a company's supply chain operations?
- A. Changing social norms affecting consumer purchasing decisions
 - B. Introduction of stricter environmental regulations on emissions and waste
 - C. The political instability in a foreign market where the company sources raw materials
 - D. Advances in technology that improve production efficiency
- (2 marks)
48. Which one of the following statements explains the similarity between managers and leaders?
- A. Both members and leaders inspire their followers to achieve through legitimate authority derived from positions held in the organisations
 - B. Both managers and leaders engage in transactional relationship based on exchanges
 - C. Both managers and leaders are involved in working with people and to achieve common goals
 - D. Both managers and leaders require same knowledge, skills and understanding of their roles, tasks and purpose
- (2 marks)
49. Which one of the following barriers to effective communication in management emanates from personalities?
- A. Semantic barriers
 - B. Attitudinal barriers
 - C. Psychological barriers
 - D. Cultural barriers
- (2 marks)
50. Which one of the following actions **BEST** evaluates the effectiveness of a manager's role in setting organisational goals?
- A. The manager sets goals without considering feedback from subordinates
 - B. The manager sets clear and achievable goals in collaboration with team members
 - C. The manager delegates all goal-setting tasks to senior executives
 - D. The manager focuses on maintaining the status quo rather than setting new goals
- (2 marks)
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ATD LEVEL II

PRINCIPLES OF MANAGEMENT

MONDAY: 2 December 2024. Afternoon Paper.

Time Allowed: 2 hours.

This paper consists 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. The following are advantages of organisational charts, **EXCEPT** _____.
A. showing how much authority or responsibility is allocated to an individual
B. showing the whole organisation structure at a glance
C. enabling management to locate defects
D. differentiating levels of management and their relationships with one another (2 marks)
2. The following elements should be included in a job description, **EXCEPT** _____.
A. job grade
B. amount of travelling that the job demands
C. individual interest
D. job title of the individual to whom the job holder is responsible (2 marks)
3. Education and communication as techniques of dealing with resistance to change may be used when resistance is _____.
A. due to fear of the unknown
B. by a powerful group
C. due to misinformation
D. due to perceived loss of income (2 marks)
4. The following are advantages of line and staff organisation, **EXCEPT** _____.
A. providing opportunities for sound managerial decisions because decisions are made by experts
B. staff are specialists and thus they give best possible advice
C. provides opportunities for advancement
D. allows for greater flexibility (2 marks)
5. Which one of the following principles of organising is disregarded by a matrix organisation?
A. Unity of direction
B. Equity
C. Unity of command
D. Scalar chain (2 marks)
6. Which one of the following factors does **NOT** influence span of control?
A. Nature of subordinates
B. Communication techniques
C. Conflict between superior and subordinates
D. Technology (2 marks)
7. When a deputy governor of your county presides over the prize giving day at your local university, she is said to exhibit Mintzberg's role of _____.
A. figurehead
B. disseminator
C. liason
D. spokesperson (2 marks)

8. The acceptance view of authority is associated with _____.
A. Fredrick W. Taylor
B. Henri Fayol
C. Chester Barnard
D. Mary Parker Follet (2 marks)
9. Which one of the following statements is **NOT** a contribution of McGregor to management development thought?
A. Emphasis on professionalisation of management
B. Theory X and Y
C. Self-appraisal and evaluation rather than appraisal by superiors
D. Formal and informal organisations (2 marks)
10. The following are characteristics of administration, **EXCEPT** that it _____.
A. involves personnel at the top level of the organisation
B. deals with policy formulation
C. is not actively concerned with execution of plans
D. uses and motivates organisation of people for the actual attainment of goals (2 marks)
11. Which one of the following functions is **NOT** an operative function of human resource management?
A. Manpower planning
B. Recruitment
C. Selection
D. Training and development (2 marks)
12. The following are off-the-job training methods, **EXCEPT** _____.
A. simulation exercises
B. understudy assignments
C. vestibule training
D. field attachment (2 marks)
13. Which one of the following features is associated with laissez-faire style of leadership?
A. Does not give much scope for the development of employees
B. Self-motivated to work
C. Leaders retain the authority for decision making
D. Task oriented behaviour (2 marks)
14. Which one of the following skills is **LEAST** important to the lower level management cadre?
A. Design skills
B. Diagnostic skills
C. Human skills
D. Technical skills (2 marks)
15. According to Maslow's hierarchy of needs, how many levels do people have?
A. 5
B. 6
C. 4
D. 3 (2 marks)
16. The following are emotional factors that could lead to resistance to change in an organisation, **EXCEPT** _____.
A. ego defensiveness
B. group norms
C. threats to power and influence
D. social displacement (2 marks)
17. Which one of the following leadership theories suggest that leadership success is achieved by correctly matching leadership style with situations?
A. Transformational
B. Traits
C. Blake and Mouton's
D. Fiedlers (2 marks)

18. In an organisation, coordination helps to _____.
A. enhance specialisation among employees
B. promote interdependence of organisational units and sub-units
C. promote individual versus organisational interests
D. eliminate excessive management control (2 marks)
19. Which one of the following is the third step involved in control process?
A. Take corrective action
B. Establish control standards
C. Modify standards to fit circumstances
D. Compare results with objectives (2 marks)
20. The type of control that focuses on what happens during the work process is known as _____.
A. clan control
B. concurrent control
C. feedforward control
D. internal control (2 marks)
21. Divisional structure is a type of organisational structure that groups _____.
A. jobs and activities that are part of the same processes
B. people together and jobs performed in the same location
C. people together working on the same product in the same area with similar customers or on the same processes
D. people together and jobs focused on single product or service (2 marks)
22. The following are characteristics of delegation, **EXCEPT** _____.
A. delegated power can be revoked at any time
B. delegation involves total transfer of final authority
C. delegation may be downward, upward and even sideward
D. delegation creates a relationship of dependency between the superior and the subordinate (2 marks)
23. Which one of the following statements is **NOT** a purpose of conducting employee appraisal?
A. Training and development
B. Compensation decisions
C. Demotion and transfer
D. Personal development (2 marks)
24. Employee selection process involves the following activities, **EXCEPT** _____.
A. checking of references
B. on campus recruitment
C. physical examination
D. screening of applications (2 marks)
25. Which one of the following elements is **NOT** a factor in planned change?
A. Structure
B. Environment
C. Technology
D. Task (2 marks)
26. Planning for change in an organisation is an essential step in the management of organisational change. It attempts to answer the following questions, **EXCEPT** _____.
A. how much will the change cost?
B. when will the change take place?
C. how will change be brought?
D. who will introduce the change? (2 marks)
27. Which one of the following statements is **NOT** an advantage of management audit?
A. Permits a more objective and complete evaluation of the total management and the operating structure
B. It is carried out by readily qualified management auditors
C. It provides adequate measure to examine the extent to which the current managerial controls are effective
D. It enables management to find out specific problem areas (2 marks)

Use the following information to answer Question 28 and Question 29.

The following are descriptions of unity of command and unity of direction:

- (i) Relates to efficient functioning of personnel by avoiding conflicts, confusion and chaos in the various units of the Organisation.
- (ii) Relates to efficient functioning of the departments in the whole organisation by avoiding wastage of efforts and resources.
- (iii) Ensures that subordinates receive orders and instructions from one supervisor.
- (iv) Ensures that entire organisation is coordinated towards achieving a common and clearly defined objective.

28. Which of the above descriptions clearly fits unity of direction?

- A. (i) and (ii)
- B. (ii) and (iii)
- C. (iii) and (iv)
- D. (iv) only

(2 marks)

29. Which of the above descriptions clearly fits unity of command?

- A. (i) and (ii)
- B. (i) and (iii)
- C. (ii) and (iii)
- D. (ii) and (iv)

(2 marks)

Use the following information to answer Question 30 and Question 31.

The following are statements about work environment to be found in different organisations:

- (i) Management has set clear guidelines to be followed by employees in their tasks.
- (ii) Employees always seek approval from management before trying new work methods.
- (iii) Organisation structure is flexible enough to enable sharing of information.
- (iv) Management recognises employees who come up with innovations.

30. Select the statement (s) that will highly influence level of innovation and creativity.

- A. (i) and (ii)
- B. (ii) and (iii)
- C. (iii) and (iv)
- D. (iv) only

(2 marks)

31. Describe the type of organisation structure which is associated with work environment described by (iii) above.

- A. Organic structure
- B. Bureaucratic structure
- C. Mechanistic structure
- D. Matrix structure

(2 marks)

32. Which one of the following statements do **NOT** describe the importance of managerial controls?

- A. Helps in aligning strategy to changes arising from dynamic environment
- B. Ensures that standards and quality are maintained during performance
- C. They are expensive and utilise resources required to enhance performance
- D. Aids in implementation of plans by pointing out deviations from expected performance

(2 marks)

33. Knowledge used during organisational learning is either transferable or non-transferable between employees. Which one of the following knowledge types is **NOT** transferable between employees during organisational learning process?

- A. Routine knowledge involving repetitive application of procedures and use of similar tools
- B. Experimental knowledge or hands on experience involving trying out new tasks
- C. Conceptual knowledge which is gained through analysis of behavior, data and trends
- D. Knowledge residing in the minds of individuals and is independent of the organisation

(2 marks)

34. Which one of the following statements **LEAST** explains why it is easier to have conflict instead of cooperation in management of organisation?
- A. Management is usually poorly equipped with appropriate skills on how to manage conflict
 - B. Resources in organisations are ever scarce and hence there is competition between departments
 - C. Differences in interests or goals between employees, departments and management leading to absence of goal congruence
 - D. Introduction of change by management disrupts status-quo, creates uncertainty and raises fear (2 marks)
35. Edgar Schein (1985) model of organisation culture provides for three levels of culture; artefacts, espoused values and basic underlying assumptions. Which one of the following descriptions fits basic underlying assumptions?
- A. Visible organisational structures and processes such as; office, furniture, rewards, dress code and interaction between employees and other stakeholders
 - B. Strategies, goals, mission statements and beliefs within the organisation
 - C. Leadership and perception about leadership held by employees such as accessibility, communication and likeability
 - D. Invisible elements of culture which are unmentionable and dynamic such as; perceptions, thoughts and feelings which highly influence sources of organisation's values (2 marks)
36. Which one of the following sets of motivators provided to employees by management comprises intrinsic motivators only?
- A. Recognition, career development, company vehicle and prestigious office
 - B. Training to enhance skills, prestigious title and participation in decision making
 - C. Prestigious company vehicle, hefty salary, pension scheme and paid-up holiday trips
 - D. Training to enhance skills, career development, recognition and high involvement (2 marks)

Use the following information to answer Question 37 to Question 39.

Shah Williams, a leader and an entrepreneur in PYZ Co. Ltd. intends to recruit a manager in a leadership position. After a series of interviews, he has shortlisted two candidates; Tom and Peter.

- (i) Tom started his career in the company with ten years of uninterrupted service. He had exhibited a good understanding of the business environment. Tom was a son to Elvis, a former employee of the company. Elvis had served the company for over thirty years. He commanded respect from all employees out of his performance, experience and charisma. Shah Williams believed that Tom would perform like his father.
- (ii) Peter is a recent employee who had served the company for five years. Peter had worked in other local and international companies. He was exposed to different environments of business. Shah Williams believed that Peter would bring the required change to PYZ Company.
37. Which theory of leadership would have guided Shah Williams if he selected Tom?
- A. Characteristics theory of leadership
 - B. Benevolent theory of leadership
 - C. Environmental theory of leadership
 - D. Trait theory of leadership (2 marks)
38. Which theory of leadership would have guided Shah Williams if he selected Peter?
- A. Theory of change in leadership
 - B. Environmental theory of leadership
 - C. Trait theory of leadership
 - D. Benevolent theory of leadership (2 marks)
39. Shah Williams is in a decision dilemma on whom to select between Tom and Peter. He decided to engage a consultant to help in making the selection. How would you describe Shah Williams if he engages a consultant for selection exercise?
- A. An indecisive leader
 - B. A professional leader
 - C. A risk averse leader
 - D. A proactive leader (2 marks)

Use the information below to answer Question 40 and Question 41.

The following are statements about efficiency and effectiveness in management.

- (i) Effectiveness entails appropriate application of organisational resources and reduction of waste which leads to reduction of unit cost of production.
- (ii) Appropriate technology application enhances efficiency and effectiveness leading to improved organisational performance.
- (iii) Efficiency is about promptness in customer's response, timely decision making and performance on a first attempt without repetitions.
- (iv) Effectiveness enhances the urgency required in providing solutions to internal and external challenges in an organisation.

40. Which of the above statement(s) is **TRUE** about efficiency?

- A. (i) only
- B. (ii) and (iii)
- C. (ii) only
- D. (iii) only

(2 marks)

41. Which of the following statement(s) is **TRUE** about effectiveness?

- A. (i) and (ii)
- B. (i) and (iv)
- C. (ii) and (iv)
- D. (ii) only

(2 marks)

42. Which one of the following technological applications will enhance level of customer care in an organisation?

- A. Enhanced use of machines and digital equipment in production processes to reduce operational costs
- B. Applying principles of theory Z in operations of an organisation
- C. Provision of critical inputs at low cost which leads to low unit cost of final products
- D. Application of internet of things (IOT) and big data processing technologies

(2 marks)

Use the following information about ethics in management to answer Question 43 to Question 45.

Ethics in management increases trust of management in employees and stakeholders. The following statements represent ethical position of management:

- (i) Promotions are based on merit with high performing and skilled employees rightfully earning their positions and pay.
- (ii) Defective products are sold to low end market segments at reduced and affordable prices to ensure that consumers with low purchasing power can afford them.
- (iii) Adequate information about products regarding quality is provided to enable consumers make informed buying decisions.
- (iv) Products are sold below production cost and market prices in order to retain market share and positioning.

43. Which of the statement(s) above represents ethical behaviour by management?

- A. (i) and (iii)
- B. (ii) and (iii)
- C. (iii) and (iv)
- D. (i) only

(2 marks)

44. In which circumstance is the management likely to face litigation or court case?

- A. (ii) and (iv)
- B. (ii) only
- C. (i) and (iv)
- D. (i) and (iii)

(2 marks)

45. In which circumstance would the management be criticised for unfair trade practice?

- A. (iv) only
- B. (ii) only
- C. (i) and (ii)
- D. (ii) and (iv)

(2 marks)

46. Managers at different levels require different set of skills to enable them have appropriate competence. Indicate the set of skills which are all relevant to top-level management.
- A. Conceptual skills, innovation skills, supervisory skills and analytical skills
 - B. Interpersonal skills, analytical skills, team building skills and communication skills
 - C. Leadership skills, analytical skills, training skills and tactical decision-making skills
 - D. Conceptual skills, networking skills, communication skills and strategic decision-making skills (2 marks)
47. Which one of the following statements **BEST** differentiates a role from a function in management?
- A. Roles are loosely defined and are largely drawn out of perception and expectations about a position while function or duties are clearly defined for each position
 - B. Duties and functions are played by position holder while roles are carried out by the managers
 - C. Roles can be delegated to junior employees while duties and functions cannot be delegated
 - D. Both roles and duties are used for performance evaluation because they are best on clearly defined targets which are measurable (2 marks)
48. Management as a science involves application of systematic steps and processes in developing principles of management. Which one of the following statements **BEST** indicates the systematic steps followed in developing principles of management?
- A. Defining a concept, researching on the concept, developing relationship between variables in a concept, defining principles of management and development of theories
 - B. Defining principle of management, developing concept, developing relationship between variables in a concept and researching on the concept, and developing theories
 - C. Defining theories, developing principles of management, developing concepts, researching on concepts and developing relationship between variables in a concept
 - D. Defining variables in a concept, researching on a concept, defining the concept, developing theories and defining principles of management (2 marks)
49. Insourcing as opposed to outsourcing is a more value adding practice of management. Which one of the following statements **LEAST** explains why insourcing is superior to outsourcing?
- A. Insourcing leads to effective utilisation of knowledge, talents, skills and competencies which are held within an organisation
 - B. Internal boundaries of departments and work units are overlooked during insourcing, thus allowing exchange of information and knowledge
 - C. Employees develop a high sense of belonging through in-sourcing since they feel recognised by management's decision to utilise their knowledge and skills
 - D. Insourcing ensures that the organisation prevents knowledge and innovation leaks to competitors (2 marks)
50. Flexible working patterns are being highly adopted by management of organisations. Which one of the following statements **LEAST** explains the high adoption of flexible working patterns?
- A. Technological advancement which has enabled coordination of employees operating at different work points
 - B. Diminishing importance of formal employment with most employees preferring to have compressed or staggered working hours
 - C. Increasing number of generation "Y" and women in the workforce and the need to accommodate their preferred work style
 - D. Flexible working pattern leads to increased efficiency and productivity as employees feel more engaged when working at their convenience (2 marks)
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ATD LEVEL II

PRINCIPLES OF MANAGEMENT

MONDAY: 19 August 2024. Afternoon Paper.

Time Allowed: 2 hours.

This paper consists 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 one of the following benefits is associated with effective delegation in an organisation?
 - A. Increased workload for the manager
 - B. Increased employee development
 - C. Reduced need for employee training
 - D. Greater centralisation of decision-making(2 marks)
2. Which one of the following organisational structures help improve communication and collaboration among specialists from different areas?
 - A. Divisional structure
 - B. Flat structure
 - C. Functional structure
 - D. Matrix structure(2 marks)
3. Which one of the following statements is a benefit of planning to an organisation?
 - A. Ensures that resources are used efficiently
 - B. Guarantees successful implementation of all strategies
 - C. Lowers the likelihood of making decisions
 - D. Reduces the need for future planning activities(2 marks)
4. Which one of the following types of plans is short-term and specific in nature?
 - A. Strategic plan
 - B. Tactical plan
 - C. Operational plan
 - D. Development plan(2 marks)
5. Which one of the following statements is a reason why employees resist change in organisations?
 - A. Desire for increased workload among employees
 - B. Uncertainty among employees in organisations
 - C. Lack of training and development opportunities
 - D. Decreased communication from management(2 marks)
6. Which one of the following roles is an example of an interpersonal role of a manager?
 - A. Acting as a figurehead
 - B. Allocating resources
 - C. Monitoring performance
 - D. Negotiating contracts(2 marks)
7. The Hawthorne Studies, conducted by Elton Mayo, concluded that _____.
 - A. physical conditions are the primary motivators of worker productivity
 - B. worker productivity is influenced by social and psychological factors
 - C. financial incentives are the sole motivators
 - D. strict supervision increases worker output(2 marks)

8. The step that follows measuring performance in the control process is _____.
A. establishing standards
B. taking corrective action
C. comparing performance
D. communicating results (2 marks)
9. Which one of the following components of SWOT analysis focuses on factors that hinder an organisation's performance?
A. Strengths
B. Weaknesses
C. Opportunities
D. Threats (2 marks)
10. Which one of the following activities is a step in the planning process?
A. Implementing the plan
B. Conducting a job analysis
C. Designing the organisational structure
D. Setting performance standards (2 marks)
11. Which one of the following approaches to managing resistance to change emphasises clear and transparent communication?
A. Isolating dissenting voices
B. Limiting access to information
C. Promoting the use of rumours
D. Providing rationale for change (2 marks)
12. Which one of the following characteristics of control systems ensures that goals and objectives are harmonised with organisational strategy?
A. Flexibility
B. Consistency
C. Adaptability
D. Alignment (2 marks)
13. Survival and growth are crucial for organisations because they _____.
A. discourage adaptation
B. promote complacency
C. ensure sustainability
D. decrease productivity (2 marks)
14. Which one of the following characteristics belongs to Henry Fayol's administrative management theory?
A. Decentralisation of authority
B. Flexibility in operations
C. Informal communication channels
D. Scalar chain of command (2 marks)
15. Which one of the following human resource management processes focuses on evaluating candidates to determine their suitability for a position?
A. Job analysis
B. Orientation
C. Recruitment
D. Selection (2 marks)
16. According to Maslow's hierarchy of needs, which one of the following needs is at the base of the hierarchy?
A. Self-actualisation needs
B. Esteem needs
C. Social needs
D. Physiological needs (2 marks)
17. According to McGregor, theory Y assumes that employees _____.
A. are motivated to take responsibility
B. lack ambition and dislike work
C. need to be coerced to work
D. require strict supervision to work (2 marks)

18. Which one of the following factors is considered an element of external environment of an organisation?
A. Government actions
B. Organisational structure
C. Employee qualifications
D. Organisational culture (2 marks)
19. Which one of the following approaches to planning is exemplified by scenario planning?
A. Reactive planning
B. Strategic planning
C. Contingency planning
D. Proactive planning (2 marks)
20. Which one of the following elements is essential for an effective control system?
A. Centralisation
B. Decentralisation
C. Feedback
D. Forecasting (2 marks)
21. The changing business environment includes shifts in _____.
A. employee training
B. market demand
C. financial reporting
D. operational costs (2 marks)
22. Max Weber's bureaucratic theory emphasises _____.
A. informal rules and norms
B. centralised decision-making
C. flexible organisational structures
D. formal rules and procedure (2 marks)
23. Which one of the following positions is an example of middle-level management in an organisation?
A. Chief Executive Officer
B. Board of Directors
C. Division manager
D. Team member (2 marks)
24. Which one of the following tools is used in quantitative management?
A. Psychological assessments
B. Statistical analysis
C. Psychometric assessments
D. Thematic analysis (2 marks)
25. One of the benefits of environmental scanning is its contribution to _____.
A. short-term tactical plans
B. internal and external politics
C. long-term business strategy
D. employee and employers' grievances (2 marks)
26. Which one of the following reasons explains why organising is important as a function of management?
A. It sets long-term goals for an organisation
B. It simplifies the implementation of strategies
C. It helps in the assessment of employee performance
D. It reduces the complexity of tasks through specialisation (2 marks)
27. Which one of the following performance measurement tools uses visual timelines to track project schedules?
A. PERT charts
B. Financial ratios
C. Gantt charts
D. Balance scorecards (2 marks)

28. In an organisation, optimum use of resources involves increasing _____.
A. workforce diversity
B. efficiency and effectiveness
C. bureaucratic procedures
D. technological investments (2 marks)
29. Systems thinking in management views an organisation as _____.
A. a closed system
B. an isolated entity
C. a holistic system
D. a random entity (2 marks)
30. Which one of the following skills is crucial for managers to effectively understand and interact with others in an organisation?
A. Technical skills
B. Human skills
C. Conceptual skills
D. Analytical skills (2 marks)
31. Which one of the following statements distinguishes management from administration?
A. Management executes plans while administration involves setting organisational mission
B. Management and administration are identical and interchangeable
C. Management focuses on long-term planning while administration focuses on short-term tasks
D. Management is concerned with policy-making while administration handles leadership (2 marks)
32. According to contingency theory, the effectiveness of a management strategy is _____.
A. based on situational variables
B. determined by manager's personality
C. static regardless of the context
D. universal and constant (2 marks)
33. Environmental scanning supports decision-making by _____.
A. ignoring market trends affecting the organisation
B. increasing bureaucracy in the organisation
C. limiting information access to employees
D. providing insights into external factors (2 marks)
34. Which one of the following principles of organising emphasises the importance of having a clear reporting structure?
A. Unity of command
B. Division of work
C. Scalar chain
D. Centralisation (2 marks)
35. Which one of the following types of control focuses on monitoring activities during their execution in an organisation?
A. Feedforward control
B. Concurrent control
C. Feedback control
D. Preventive control (2 marks)
36. Which one of the following factors is part of the internal environment of an organisation?
A. Competitors actions
B. Technological advancements
C. Government regulations
D. Company policies (2 marks)
37. Which one of the following roles is informational according to Henry Mintzberg?
A. Leader
B. Monitor
C. Entrepreneur
D. Negotiator (2 marks)

38. Conceptual skills in management are crucial for _____.
A. analysing and diagnosing complex situations
B. performing routine tasks efficiently
C. understanding and handling technical tasks
D. working effectively with people (2 marks)
39. Which one of the following steps in the organising process involves integrating tasks into manageable work units?
A. Assigning tasks
B. Grouping activities
C. Defining objectives
D. Monitoring performance (2 marks)
40. Which one of the following factors affects the organising function by determining how tasks are grouped and resources are allocated?
A. Company objectives
B. Employee preferences
C. External competition
D. Technological changes (2 marks)
41. Which one of the following leadership styles encourages participation and values input from team members?
A. Autocratic
B. Bureaucratic
C. Democratic
D. Transactional (2 marks)
42. In the context of management, the term “efficiency” refers to _____.
A. achieving goals with minimal resource waste
B. creating innovative goods and services
C. maximising employee satisfaction
D. setting long-term and short-term objectives (2 marks)
43. Which one of the following factors is considered as hygiene according to Herzberg's Two-Factor theory of motivation?
A. Organisational policies
B. Organisational success
C. Recognition of employees
D. Work in the organisation (2 marks)
44. Frederick Taylor is best known for his work in _____.
A. administrative theory
B. bureaucratic management
C. human relations theory
D. scientific management (2 marks)
45. Which one of the following benefits is associated with effective staffing in an organisation?
A. Reduced employee wages and salaries
B. High demand for employee training
C. Improved organisational performance
D. Reduced need for strategic planning (2 marks)
46. Which one of the following roles does **NOT** belong to management according to Henry Mintzberg?
A. Interpersonal roles
B. Informational roles
C. Decisional roles
D. Technical roles (2 marks)
47. Which one of the following factors is **MOST** likely to affect the staffing function due to changes in job requirements and qualifications?
A. Economic downturns
B. Technological advancements
C. Employee turnover
D. Government regulations (2 marks)

48. The component of staffing function that involves filling job vacancies with suitable candidates is known as _____.
- A. recruitment
 - B. selection
 - C. training
 - D. orientation
- (2 marks)
49. Controlling function in management can be described as the process of _____.
- A. setting goals and planning how to achieve them in an organisation
 - B. guiding and motivating employees to meet organisational objectives
 - C. monitoring and measuring progress and taking corrective action
 - D. organising resources and arranging tasks in an organisation
- (2 marks)
50. Which one of the following statements about growth in organisations is **TRUE**?
- A. Growth is limited to financial position
 - B. Growth can be organic or through acquisitions
 - C. Growth leads to reduced customer base
 - D. Growth hinders innovation or creativity
- (2 marks)
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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 21st 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

PILOT PAPER

PRINCIPLES OF MANAGEMENT

December 2021.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Explain five benefits of planning in an organisation. (10 marks)
- (b) Examine five the benefits of “poaching” as a method of recruitment. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Summarise five measures to be taken to ensure effective delegation in an organisation. (10 marks)
- (b) Explain five reasons that may make plans to fail to achieve the intended objectives. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Explain five sources of intrinsic motivation. (10 marks)
- (b) Illustrate five merits of employees training in an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Outline five traits that could define an effective leader. (10 marks)
- (b) Explain five functions of a supervisor in an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Explain five essentials of an effective control system. (10 marks)
- (b) Examine the benefits of using committees in decision-making. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Evaluate the benefits that may accrue to an organisation from applying bureaucratic principles as advocated by Max Weber. (10 marks)
- (b) Outline five merits of recruiting employees internally. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Identify five characteristics of management. (10 marks)
- (b) Analyse five benefits that may accrue from effective delegation. (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)**



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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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)**

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)

(4 marks)

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

(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

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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ATD LEVEL II

DCM LEVEL II

PRINCIPLES OF MANAGEMENT

TUESDAY: 17 November 2015.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Management can be regarded as a science, an art or a profession.

Highlight four features of management as a profession. (4 marks)

- (b) Explain four consequences of low motivation amongst employees in an organisation. (8 marks)

- (c) Distinguish between the following:

(i) "Job description" and "job specification". (4 marks)

(ii) "Laissez faire leader" and "autocratic leader". (4 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Explain the following principles of management as advocated by Henri Fayol:

(i) *Espirit de Corps*. (2 marks)

(ii) Equity. (2 marks)

(iii) Division of work. (2 marks)

- (b) Suggest four economic factors that could affect the operations of a multinational company. (8 marks)

- (c) Outline three advantages and three disadvantages of group approach to decision making. (6 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Enumerate four factors that could affect the span of control in an organisation. (4 marks)

- (b) Describe three drawbacks of using electronic media in communication. (6 marks)

- (c) Explain five roles of managers in an organisation according to Mintzberg. (10 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Explain five factors that an organisation should consider when designing an organisation structure. (10 marks)

- (b) Describe five requirements of an effective control system. (10 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) (i) Differentiate between "strategic planning" and "tactical planning". (2 marks)

(ii) Describe five advantages of conducting SWOT analysis during the strategic planning process. (10 marks)

- (b) Explain four reasons why organisations need to conduct employee performance appraisal. (8 marks)

(Total: 20 marks)

AD22 & CD22 Page 1

Out of 2

QUESTION SIX

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

QUESTION SEVEN

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