

Examination No. \_\_\_\_\_

**THE PUBLIC ACCOUNTANTS EXAMINATION**  
**COUNCIL OF MALAWI**

**2010 EXAMINATIONS**

**ACCOUNTING TECHNICIAN PROGRAMME**

**PAPER TC 11: MANAGEMENT**

WEDNESDAY 8 DECEMBER 2010

TIME ALLOWED: 3 HOURS  
9.00 AM - 12.00 NOON

**INSTRUCTIONS**

1. You are allowed **15 minutes** reading time **before the examination begins** during which you should read the question paper and, if you wish, make annotations on the question paper. However, you are **not** allowed, **under any circumstances**, to open the answer book and start writing or use your calculator during this reading time.
2. Number of questions on paper - 8.
3. **FIVE** questions **ONLY** to be answered.
4. Each question carries 20 marks.
5. Begin each answer on a fresh page.
6. **DO NOT OPEN THIS PAPER UNTIL YOU ARE INSTRUCTED BY THE INVIGILATOR.**

This question paper contains 2 pages

This question paper must **not** be removed from the examination hall.

1. (a) Explain **five** reasons why the Classical School of Management Thought is not completely relevant to modern organizations. **10 Marks**  
 (b) State any **five** characteristics of a social system. **10 Marks**  
**(TOTAL: 20 MARKS)**
  
2. Describe **each** of the following managerial functions:
  - (a) Planning **5 Marks**
  - (b) Organizing **5 Marks**
  - (c) Directing **5 Marks**
  - (d) Controlling **5 Marks****(TOTAL: 20 MARKS)**
  
3. (a) Define the term “ leader”. **2 Marks**  
 (b) Mention any **four** methods that leadership can use to improve organizational performance. **8 Marks**  
 (c) State any **five** differences between leadership and management. **10 Marks**  
**(TOTAL: 20 MARKS)**
  
4. (a) Define the term “job analysis”. **2 Marks**  
 (b) How do the following Human Resource activities depend upon job analysis for their success?
  - (i) Recruitment and selection; **5 Marks**
  - (ii) Training Needs Assessment (TNA); **5 Marks**
  - (iii) Health and safety management; **4 Marks**
  - (iv) Setting of performance standards. **4 Marks****(TOTAL: 20 MARKS)**
  
5. (a) Define the term “conflict”. **2 Marks**  
 (b) Mention any **four** potential causes of conflicts in business organisations. **4 Marks**  
 (c) Mention any **two** advantages and any **two** disadvantages of conflicts in business organisations. **4 Marks**  
 (d) Explain any **five** ways in which you can resolve conflict amongst employees. **10 Marks**  
**(TOTAL: 20 MARKS)**

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6. (a) Define the term “stress”. **2 Marks**
- (b) State any **four** potential causes of work related stress. **8 Marks**
- (c) Mention any **two** disadvantages of work-related stress. **2 Marks**
- (d) State any **four** ways in which you can prevent work related stress. **8 Marks**
- (TOTAL : 20 MARKS)**
7. (a) Define the term “Human Resource Planning (HRP)”. **2 Marks**
- (b) State any **three** factors which a Human Resource planner should take into account when designing a Human Resource plan. **6 Marks**
- (c) Explain the **four** stages of Human Resource Planning process. **12 Marks**
- (TOTAL: 20 MARKS)**
8. (a) Mention **four** principles of effective delegation. **4 Marks**
- (b) State **four** factors which illustrate the importance of delegation for organization’s success. **8 Marks**
- (c) Mention **four** disadvantages of delegation. **8 Marks**
- (TOTAL: 20 MARKS)**

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