

EXAMINATION NO. \_\_\_\_\_

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

**2012 EXAMINATIONS**

**ACCOUNTING TECHNICIAN PROGRAMME**

**PAPER TC 11: MANAGEMENT**

**THURSDAY 6 DECEMBER 2012**

**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) Mention **four** common characteristics of Systems Approach to management and Contingency Approach to management. **4 Marks**
- (b) State **four** challenges that a manager may encounter by implementing the Classical Approach to management in its original form. **8 Marks**
- (c) Give **four** advantages and **four** disadvantages of Management by Objectives (MBO). **8 Marks**
- (TOTAL: 20 MARKS)**
  
2. (a) Define the term “market segmentation”. **2 Marks**
- (b) State **three** types of market segmentation. **6 Marks**
- (c) State **two** advantages and **two** disadvantages of each type of market segmentation. **12 Marks**
- TOTAL: 20 MARKS)**
  
3. (a) Explain **two** types of motivation. **4 Marks**
- (b) State **four** main assumptions of Maslow’s Theory of Motivation. **8 Marks**
- (c) State **four** ways in which you would improve the performance of subordinates using Maslow’s Theory of Motivation. **8 Marks**
- (TOTAL: 20 MARKS)**
  
4. (a) Mention **four** main traits which are associated with effective leadership in various organizations. **4 Marks**
- (b) State **four** differences between leadership and management. **8 Marks**
- (c) State **four** situations in which authoritarian leadership style can be appropriate. **8 Marks**
- (TOTAL: 20 MARKS)**
  
5. (a) Define the term “communication”. **2 Marks**
- (b) State **five** reasons that illustrate the importance of effective communication in an organization. **10 Marks**
- (c) State **four** barriers to communication. **8 Marks**
- (TOTAL: 20 MARKS)**

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6. (a) Mention **six** factors which determine the choice of an appropriate organizational structure. **6 Marks**
- (b) State **five** factors that determine the span of control of a manager. **10 Marks**
- (c) State **two** differences between line and functional authority. **4 Marks**  
**(TOTAL : 20 MARKS)**
7. (a) State the **six** stages of managerial decision-making. **12 Marks**
- (b) Mention **four** ways in which you can facilitate employee participation in the decision-making process. **4 Marks**
- (c) Information is important for effective decision-making.
- Required:**
- Mention **four** characteristics of good quality information for decision-making. **4 Marks**  
**(TOTAL: 20 MARKS)**
8. State the **four** elements of a systematic approach to recruitment and selection in their logical order. **20 Marks**  
**(TOTAL: 20 MARKS)**

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