

EXAMINATION No. _____

THE PUBLIC ACCOUNTANTS EXAMINATION
COUNCIL OF MALAWI

2013 EXAMINATIONS

ACCOUNTING TECHNICIAN PROGRAMME

PAPER TC 11: MANAGEMENT

THURSDAY 5 DECEMBER 2013

TIME ALLOWED: 3 HOURS
2.00 PM - 5.00 PM

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. State **five** activities which a manager undertakes to perform each of the four management functions listed below:
 - (a) Planning **5 Marks**
 - (b) Organizing **5 Marks**
 - (c) Directing **5 Marks**
 - (d) Controlling **5 Marks**

(TOTAL : 20 MARKS)

2.
 - (a) State any **five** ways in which a manager can motivate staff during the times of economic crisis. **10 Marks**
 - (b) Give **two** reasons why an effective job design should contain both motivating and hygiene factors. **4 Marks**
 - (c) State **three** reasons why the carrot – and – stick approach to motivation is inappropriate. **6 Marks**

(TOTAL : 20 MARKS)

3.
 - (a) Leaders are born and not made.
 - (i) What does this statement mean? **2 Marks**
 - (ii) Explain **two** strengths and **two** weaknesses of this statement. **8 Marks**
 - (b) There is no best leadership style for all situations facing a leader.

Required:

Explain any **five** factors that a leader should take into account when choosing the most appropriate leadership style. **10 Marks**

(TOTAL : 20 MARKS)

4.
 - (a) What is “collective bargaining”? **2 Marks**
 - (b) State any **five** reasons why collective bargaining is important for business success. **10 Marks**
 - (c) State any **four** weaknesses of collective bargaining as a mechanism for ensuring peace and harmony at workplace. **8 Marks**

(TOTAL : 20 MARKS)

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5. (a) State **two** advantages and **two** disadvantages of Product Life Cycle as a marketing tool. **8 Marks**
- (b) Describe **four** components of promotion mix. **8 Marks**
- (c) Mention any **two** factors that a sales representative should consider when choosing the most appropriate product distribution channel. **4 Marks**
- (TOTAL : 20 MARKS)**
6. Explain **two** characteristics of each of the following methods of production:
- (i) Job **5 Marks**
- (ii) Batch **5 Marks**
- (iii) Mass **5 Marks**
- (iv) Process **5 Marks**
- (TOTAL : 20 MARKS)**
7. (a) Explain **four** factors to justify training. **8 Marks**
- (b) State **four** reasons why managers should identify training needs. **8 Marks**
- (c) Mention **four** ways in which a manager can assist employees to learn informally. **4 Marks**
- (TOTAL : 20 MARKS)**
8. (a) What is culture? **2 Marks**
- (b) State **two** features of each of the following organizational cultures listed below:
- (i) Role culture **2 Marks**
- (ii) Power culture **2 Marks**
- (iii) Task culture **2 Marks**
- (iv) Person culture **2 Marks**
- (c) Explain any **five** aspects of the organization that illustrate an organization's type/ form of culture. **10 Marks**
- (TOTAL : 20 MARKS)**

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