

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



**2015 EXAMINATIONS**

**ACCOUNTING TECHNICIAN PROGRAMME**

**PAPER TC11: MANAGEMENT**

**TUESDAY 2 JUNE 2015**

**TIME ALLOWED : 3 HOURS  
2.00 - 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 - 6.
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) Identify **three** ways in which **each** of the following principles of management, as advocated by Henri Fayol, is important for the success of modern organizations:
- (i) Specialisation **3 Marks**
  - (ii) *Esprit de corps* **3 Marks**
  - (iii) Unity of command **3 Marks**
  - (iv) Initiative **3 Marks**
- (b) Explain **four** factors which differentiate a manager from an administrator. **8 Marks**  
(TOTAL : 20 MARKS)
2. (a) Explain any **four** possible causes of worker dissatisfaction. **8 Marks**
- (b) Identify any **four** consequences of worker dissatisfaction. **4 Marks**
- (c) Explain any **four** ways in which a manager can eliminate worker dissatisfaction, according to Fredrick Herzberg. **8 Marks**  
(TOTAL : 20 MARKS)
3. (a) Define the term “financial management”. **2 Marks**
- (b) Explain any **four** ways in which a company can finance its annual budget. **8 Marks**
- (c) Describe **five** control mechanisms a finance manager can apply to check mismanagement of financial resources. **10 Marks**  
(TOTAL : 20 MARKS)
4. (a) Tannenbaum and Schmidt have identified four types of leadership styles which they have placed on a continuum of leadership behaviour. The four principal styles are Tell, Sell, Consult and Participate (or Join).
- Required:**
- Choose any **three** styles and explain any **two** advantages and any **two** disadvantages of each style. **12 Marks**
- (b) Describe any **four** factors that a manager should consider in choosing a style that would be appropriate to a given situation. **8 Marks**  
(TOTAL : 20 MARKS)

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5. (a) Identify **four** factors that make conflict inevitable in an organization. **4 Marks**
- (b) Explain any **three** uses of positive conflict to business organizations. **6 Marks**
- (c) Collective bargaining (CB) is a critical mechanism for resolving conflict.

**Required:**

Explain any **five** benefits of CB to an employer.

**10 Marks**  
**(TOTAL : 20 MARKS)**

6. (a) Identify **four** reasons to justify why organizations should manage time effectively. **8 Marks**
- (b) Identify any **four** factors and explain how they influence the way time is managed in an organization. **8 Marks**
- (b) Describe any **four** techniques that one may adopt to effectively manage time. **4 Marks**
- (TOTAL : 20 MARKS)**

7. (a) Give any **two** definitions of “corporate governance”. **2 Marks**
- (b) Explain any **four** strategies that a manager can adopt to promote and sustain a culture of corporate governance in an organization. **8 Marks**
- (c) Explain any **five** contributions that corporate governance can make towards the success of a business. **10 Marks**
- (TOTAL : 20 MARKS)**

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