

EXAMINATION NO. _____



2016 EXAMINATIONS

ACCOUNTING TECHNICIAN PROGRAMME

PAPER TC11: MANAGEMENT

WEDNESDAY 8 JUNE 2016

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 - 7.
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 4 pages

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

1. (a) Define the term “management”, according to Henri Fayol. **2 Marks**
- (b) In the Administrative Theory, Henri Fayol identified 14 Principles of Management to improve organizational performance .

Required:

Explain **two** problems that a manager would experience if each of the following principles of management mentioned below were not followed:

- (i) Order **2 Marks**
- (ii) Stability of tenure of personnel **2 Marks**
- (iii) Division of labour **2 Marks**
- (iv) Initiative **2 Marks**
- (c) Henri Fayol developed his theory in the 1950s.

Required:

Identify and explain any **five** changes that have occurred in the 21st century which have reduced the relevance of Fayol’s theory. **10 Marks**
(TOTAL : 20 MARKS)

2. You have been requested to make a presentation on production methods at the clothing manufacturers’ symposium organized by the Malawi Industrial Council.

Required:

Identify **five** characteristics of each of the following production methods mentioned below:

- (i) Job Production **5 Marks**
- (ii) Batch Production **5 Marks**
- (iii) Process Production **5 Marks**
- (iv) Mass Production **5 Marks**
(TOTAL : 20 MARKS)

Continued/.....

3. (a) According to Max Weber, authority and responsibility form the foundation of effective delegation.

Required:

(i) State **two** ways in which authority facilitates delegation. **4 Marks**

(ii) State **two** ways in which responsibility facilitates delegation. **4 Marks**

- (b) Effective delegation demands that authority and responsibility given to a delegatee should match.

Required:

Explain **two** problems that may arise if there is a mismatch between authority and responsibility in delegation. **4 Marks**

- (c) One of the reasons why delegation fails is that some employees resist delegation.

Required:

Explain **four** reasons why some employees resist delegation. **8 Marks**
(TOTAL : 20 MARKS)

4. (a) To get products to the target market, appropriate channels of distribution are used.

Required:

(i) Mention any **four** distribution channels which can be used.

(ii) Identify **one** strength and **one** weakness of each of the four distribution channels mentioned in (i) above. **12 Marks**

- (b) Explain any **four** factors that a manufacturer would consider in choosing an appropriate channel of distribution. **8 Marks**
(TOTAL : 20 MARKS)

Continued/.....

5. Assume that you are the accountant in a company whose accounting system is predominantly manual. You have recommended that the system be computerized. However, you are getting strong resistance from the Chief Executive Officer and employees.

Required:

- (a) Mention **five** factors that you can put forward to persuade the Chief Executive Officer and employees to accept the idea of computerizing the accounting system. **10 Marks**
- (b) State **five** factors that may be influencing the Chief Executive Officer and employees to resist the change in (a) above. **10 Marks**
- (TOTAL : 20 MARKS)**

6. (a) Job specification contributes to effective recruitment process.

Required:

Mention **five** ways in which job specification contributes to effective recruitment process. **10 Marks**

- (b) Design a job advertisement for a job that you are familiar with. **10 Marks**
- (TOTAL : 20 MARKS)**

7. It is inappropriate to design an organization that is completely centralized or decentralized. In practice, managers attempt to strike a balance between the two concepts in order to build on their advantages and reduce the disadvantages (Armstrong, 2010).

Required:

- (a) State **five** disadvantages of a decentralized decision-making process. **10 Marks**
- (b) Explain any **five** factors that should be considered when designing an appropriate organization structure. **10 Marks**
- (TOTAL : 20 MARKS)**

E N D