

EXAMINATION NO. _____



2016 EXAMINATIONS

ACCOUNTING TECHNICIAN PROGRAMME

PAPER TC 11: MANAGEMENT

WEDNESDAY 7 DECEMBER 2016

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 - 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) Explain **three** different meanings of the term “organization”. **6 Marks**
- (b) Management experts have identified a number of differences between the systems approach to management and the contingency approach to management.

Required:

Describe any **four** differences between the two approaches to management. **8 Marks**

- (c) Explain any **three** ways in which the success of management depends on an organization. **6 Marks**
(TOTAL : 20 MARKS)

2. Business planning cannot succeed unless there is an effective control system in place.

Required:

- (a) Explain **three** steps, in their sequential order, that a manager needs to consider when implementing a control system. **6 Marks**
- (b) Describe any **four** characteristics of an effective control system. **8 Marks**
- (c) Describe the **three** types of control strategies that should be adopted to control business activities. **6 Marks**
(TOTAL : 20 MARKS)

3. (a) Leaders are born and not made.

Required:

Explain **five** weaknesses of this statement. **10 Marks**

- (b) According to Professor John Adair, action-centred leadership theory supports the contingency approach to leadership.

Required:

Explain **two** factors which prove that the action-centred theory of leadership reflects the characteristics of a contingency approach to leadership. **4 Marks**

- (c) Mention **six** behaviours that may lead to leadership failure, according to John Van Mauzik. **6 Marks**
(TOTAL : 20 MARKS)

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4. Assume that you have been appointed marketing manager in a firm that sells plasma TV screens in Blantyre.

Required:

- (a) With the aid of a product life cycle (PLC):
- (i) Locate plasma TV screens on the PLC. **4 Marks**
 - (ii) Explain **four** strategies that are used to boost the sales of the plasma screens. **8 Marks**
- (b) Explain any **four** strategies that can be adopted to expand the firm's business operations from Blantyre to the other regions of Malawi. **8 Marks**
(TOTAL : 20 MARKS)

5. (a) An annual performance assessment of the Board of Mpemba Timber Producers for the 2015 financial year has revealed serious inefficiency and ineffectiveness.

Required:

- Identify and explain any **five** possible causes of the poor performance of the Board. **10 Marks**
- (b) Describe any **five** factors that can justify the exclusion of non-executive directors from a Board. **10 Marks**
(TOTAL ; 20 MARKS)

6. (a) Business organizations that have adopted innovation strategy have experienced increased productivity and growth (Senge 1990).

Required:

- Identify and explain **five** potential sources of innovation within an organization, according to Senge, 1990. **10 Marks**
- (b) Research has revealed that converting a traditional organization into a learning organization can improve business innovation, productivity and growth (Senge 1990).

Required:

- Describe the **three** key steps that an organization should follow in order to create a learning organization according to Senge, 1990). **6 Marks**

- (c) According to Senge, 1990, traditional organizations experience three key problems that can be addressed by adopting a learning organization strategy.

Required:

Identify and explain any **two** key problems and explain how each can be addressed by a learning organization.

4 Marks

(TOTAL : 20 MARKS)

7. (a) Explain any **three** main features of each of the **four** types of organization culture according to Charles Handy.

12 Marks

- (b) The following are some of the elements of organization culture:

- (1) Organisation mission statement.
- (2) Policy statement.
- (3) Organisation logo.
- (4) Organisation procedures.

Required:

How is **each** of the above elements used to identify the type of organization culture?

8 Marks

(TOTAL : 20 MARKS)

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