

2381

1906/101

1922/101

1926/101

**FUNDAMENTALS OF MANAGEMENT
AND ENVIRONMENT**

November 2021

Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL

**BUSINESS EDUCATION SINGLE AND GROUP CERTIFICATE
EXAMINATIONS**

**CRAFT CERTIFICATE IN BUSINESS MANAGEMENT
CRAFT CERTIFICATE IN PROJECT MANAGEMENT
CRAFT CERTIFICATE IN HUMAN RESOURCE MANAGEMENT**

MODULE I

FUNDAMENTALS OF MANAGEMENT AND ENVIRONMENT

3 hours

INSTRUCTIONS TO CANDIDATES

This paper consists of FIFTEEN (15) questions in TWO sections; A and B.

Answer ALL the questions in Section A and any FOUR questions from Section B in the answer booklet provided.

Candidates should answer the questions in English.

This paper consists of 3 printed pages.

Candidates should check the question paper to ascertain that all the pages are printed as indicated and that no questions are missing.

SECTION A (32 marks)

Answer **ALL** the questions in this section.

1. State **three** types of manuals that may be prepared in an organization. (3 marks)
Business, regulatory, departmental
2. List **two** interpersonal roles of a manager as given by Henry Mintzberg. (2 marks)
3. Outline **four** advantages of using computers to carry out office operations. (4 marks)
Accuracy, speed, storage, retrieval
4. State **four** qualities that an effective supervisor should possess. (4 marks)
5. Outline **four** circumstances under which an organization may find it necessary to lay off some of its casual employees. (4 marks)
6. State **three** ways in which an organization may communicate to its employees the expected ethical standards. (3 marks)
7. State **three** benefits of delegation of authority by managers in an organization. (3 marks)
8. Outline **three** ways in which the government may create an enabling environment for business operations. (3 marks)
9. Name **three** features of quality objectives. (3 marks)
10. State **three** activities carried out in the controlling function. (3 marks)

SECTION B (68 marks)

Answer any **FOUR** questions from this section.

11. (a) Describe **four** leadership behaviours associated with the Path Goal Theory of Leadership. (8 marks)
Participative, goal conduct, authoritative, transformational
- (b) Explain **six** benefits that an organization may derive from having a code of ethics for its employees. (9 marks)
importance of ethics, motivates employee, improve work performance, proper utilization of resources, help to avoid challenges, maintain good behaviour/good conduct
12. (a) Describe six characteristics of an informal organization structure. (9 marks)
- (b) Explain **four** limitations associated with the classical theories of management. (8 marks)

13. (a) Explain six measures that an organization may take to ensure that its environment is conducive to its business activities. (9 marks)
 Political factors - economical
 Physical - social
 Natural -
- (b) Outline four reasons that make the piece rate system of wage administration popular with some organizations. (8 marks)
 - Incentives.
 - Good performance
 - Quick decision making.
14. (a) The presence of ineffective controls in an organization may be manifested through certain indicators. Outline six such indicators. (9 marks)
 Poor or future plan
 Good performance or avoid challenges
 continuous process
- (b) Outline four factors that determine the period of time documents should be retained in an office. (8 marks)
15. (a) The management of Riziki Limited reviews all the organization's plans after every six months. Explain four reasons that may have led to this practice. (8 marks)
 To know whether a comp has made steps - to help employees meet the goals target.
 to motivate employ - to help org work on its weakness areas.
 to keep morale at employees
- (b) Outline six advantages of using manuals in an organization. (9 marks)
 bug + pay routine
 make new employees
 in later stages -
 help in quick decision making
 avoid conflict.
 to maintain it live.

THIS IS THE LAST PRINTED PAGE.

easytvet.com