

2802/301  
2920/301  
HUMAN RELATIONS  
Oct./Nov. 2018  
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL  
DIPLOMA IN FOOD AND BEVERAGE MANAGEMENT  
DIPLOMA IN BAKING TECHNOLOGY  
MODULE III

HUMAN RELATIONS

3 hours

**INSTRUCTIONS TO CANDIDATES**

*You should have an answer booklet for this examination.*

*This paper consists of **TWO** sections; **A** and **B**.*

*Answer **ALL** questions in section **A** and any **THREE** questions from section **B** in the answer booklet provided.*

*Maximum marks for each part of a question are as shown.*

*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 (40 marks)**

*Answer ALL the questions in this section.*

1. Identify **four** methods that may be used to establish the level of employee morale in an organization. (4 marks)
2. State **four** reasons that make it necessary for an organization to define its publics. (4 marks)
3. Outline **four** characteristics of an effective work group in an organization. (4 marks)
4. State **four** defence mechanisms that employees may adopt to cope with frustration. (4 marks)
5. Outline **four** indicators of interpersonal conflict among employees in an organization. (4 marks)
6. Outline **four** leadership styles in accordance to the Managerial Grid Theory of leadership. (4 marks)
7. Individuals with agreeable personality types exhibit certain characteristics. Outline **four** such characteristics. (4 marks)
8. Workers participation in management may take various forms. State **four** such forms. (4 marks)
9. Explain each of the following principles of organization:
  - (a) span of control;
  - (b) absolute responsibility.(4 marks)
10. State **four** consequences that an employee may face as a result of having a negative attitude at the work place. (4 marks)

**SECTION B (60 marks)**

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

11. (a) Explain **five** factors that may lead to poor human relations in an organization. (10 marks)
- (b) Explain **five** non-monetary incentives that may be used to motivate employees in an organization. (10 marks)
12. (a) Explain **four** disadvantages of informal groups in an organization. (8 marks)
- (b) Explain **four** conditions that should be met to ensure effective employee participation in management. (8 marks)
- (c) Explain **two** grounds on which social classes may be established. (4 marks)
13. (a) Explain **five** measures that the management of an organization may take to assist employees cope with work related stress. (10 marks)
- (b) Explain **five** disadvantages of using the arbitration method to resolve conflicts in an organization. (10 marks)
14. (a) Explain **four** criticisms labelled against the Trait Theory of leadership. (8 marks)
- (b) Explain **four** reasons that make some organizations hesitate to involve employees in management. (8 marks)
- (c) Outline **two** ways in which an individual may acquire attitudes. (4 marks)
15. (a) Explain **four** reasons that may account for differences in perception among individuals. (8 marks)
- (b) Highlight **four** characteristics of a group at the norming stage. (4 marks)
- (c) Explain **four** circumstances under which the *laissez-faire* style of leadership may not be appropriate to use in an organization. (8 marks)

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