

2802/301
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HUMAN RELATIONS
June/July 2021
Time: 3 hours

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P. O. Box 1738, KISUMU



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

MODULE III

HUMAN RELATIONS

3 hours

INSTRUCTIONS TO CANDIDATES

*This paper consist **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 indicated.
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.

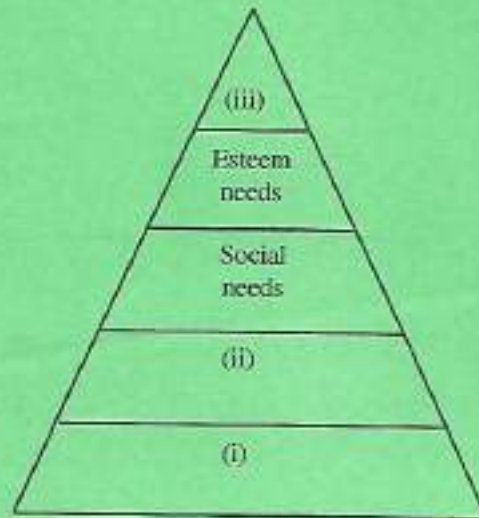
1. In relation to Maslow's hierarchy of needs theory, outline **four** ways in which the management of an organisation may meet the esteem needs of employees. (4 marks)
2. Explain **two** situations when *the avoiding method* may be appropriate when a manager is resolving a conflict in an organisation. (4 marks)
3. State **four** ways in which informal groups may negatively affect an organisation. (4 marks)
4. Identify **four** personal traits of a democratic leader. (4 marks)
5. State **four** signs of a frustrated workforce. (4 marks)
6. Outline **four** features of the bureaucratic system of organisation. (4 marks)
7. State **four** consequences of negative employee attitude on an organisation. (4 marks)
8. Explain the contributions of each of the following theorists to the understanding of personality development:
 - (a) Sigmund Freud; (2 marks)
 - (b) Albert Bandura. (2 marks)
9. Highlight **four** measures that the management of an organisation may take to minimize *work-related stress* among the employees. (4 marks)
10. Outline **four** objectives of employee participation in management. (4 marks)

SECTION B (60 marks)

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

11.
 - (a) Explain **three** sources of intrapersonal conflicts at the workplace. (6 marks)
 - (b) Explain **three** circumstances under which the democratic style of leadership may be appropriate. (6 marks)
 - (c) Outline **four** differences between the *storming* stage and the *norming* stage of group development. (8 marks)
12.
 - (a) Explain **three** ways in which the management of an organisation may apply the *social learning theory* at the workplace. (6 marks)
 - (b) Explain **three** management-related factors that may account for employee demotivation. (6 marks)
 - (c) Explain **four** measures that the management of an organisation may take to promote a positive attitude among the employees. (8 marks)

13. (a) Some supervisors are reluctant to involve employees in the management of an organisation. Explain **four** reasons that may account for such reluctance. (8 marks)
- (b) Figure 1 shows the hierarchy of needs as proposed by Abraham Maslow.



- (i) Identify the category of needs labelled (i), (ii) and (iii).
 (ii) List **two** examples of each of the needs identified in (i). (6 marks)
- (c) Explain **three** reasons that may make an autocratic leader unpopular among employees. (6 marks)
14. (a) Outline **four** negative effects of social classes at the workplace. (8 marks)
- (b) Explain **four** reasons that make good public relations important in an organisation. (8 marks)
- (c) Distinguish between *attitude* and *values* as used in human relations. (4 marks)
15. (a) Explain **five** ways in which poor human relations may affect an organisation. (10 marks)
- (b) Explain **five** strategies that an individual employee may adopt to minimize work-related stress. (10 marks)

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