

2802/303

2819/303

2920/303

**PRINCIPLES AND PRACTICE OF  
MANAGEMENT**

Oct./Nov. 2017

Time: 3 hours



**THE KENYA NATIONAL EXAMINATIONS COUNCIL**

**DIPLOMA IN CATERING AND ACCOMMODATION MANAGEMENT  
DIPLOMA IN FOOD AND BEVERAGE MANAGEMENT  
DIPLOMA IN BAKING TECHNOLOGY**

**MODULE III**

**PRINCIPLES AND PRACTICE OF MANAGEMENT**

**3 hours**

**INSTRUCTIONS TO CANDIDATES**

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

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

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

*Do NOT remove any pages from this booklet.*

*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 from this section.

1. Explain **two** international roles of a manager. (4 marks)
2. State **four** features of the systems approach to management. (4 marks)
3. Outline **four** ways in which an organization may demonstrate social responsibility towards the consumers of its products. (4 marks)
4. Describe **two** types of single-use plans that may be formulated in an organization. (4 marks)
5. Outline **four** uses of an organization chart. (4 marks)
6. State **four** causes of inefficient co-ordination in an organization. (4 marks)
7. Outline **four** non-budgetary control tools that may be used by an organization. (4 marks)
8. Outline **four** personal traits of a manager that may influence his choice of leadership style. (4 marks)
9. State **four** factors that make it difficult for managers to motivate employees. (4 marks)
10. State **four** advantages of using external sources of recruitment. (4 marks)

**SECTION B (60 marks)**

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

11. (a) Highlight **four** contributions of Henry Gantt to the development of management. (4 marks)
- (b) Explain **four** factors that may influence the type of social responsibility activities that an organization may engage in. (8 marks)
- (c) Explain **four** factors that may determine the level of decentralization adopted by an organization. (8 marks)

discuss the every individual working in the  
organization as one should be assigned  
duties in an area where he is best  
at  
unity of command  
unity of objective

12. (a) Explain **five** reasons that make planning a core function of management. (10 marks)
- (b) Explain **five** measures that should be taken when carrying out delegation in an organization to ensure it is effective. (10 marks)
13. (a) The budgetary control system has certain limitations that hamper its effectiveness. Explain **four** such limitations. (8 marks)
- (b) Explain the circumstances under which the democratic style of leadership may be appropriate to use in an organization. (8 marks)
- (c) Outline **four** advantages of grapevine communication. (4 marks)
14. (a) Explain **five** challenges that an organization may face as a result of operating with a demotivated workforce. (10 marks)
- (b) Explain **five** ways in which the information obtained from job analysis may be useful to an organization. (10 marks)
15. (a) Mr. Baraka has been appointed as a supervisor at Kwark Limited. Outline **five** duties that he is expected to perform in the organization. (5 marks)
- (b) Highlight **five** functions of an ethical committee in an organization. (5 marks)
- (c) Explain **five** measures that the management of an organization should take to improve industrial relations. (10 marks)

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