

2802/303

2819/303

2920/303

**PRINCIPLES AND PRACTICE
OF MANAGEMENT**

June/July 2020

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

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.*

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. State **four** levels of management that may be found in an organization. (4 marks)
2. Identify **four** types of multi-use plans that may be developed during the planning process in an organization. (4 marks)
3. Outline the steps involved in the process of 'organizing'. (4 marks)
4. In relation to the control process, explain the difference between *feedback* controls and *feedforward* controls. (4 marks)
5. Outline **four** demerits of engaging in corporate social responsibility activities. (4 marks)
6. Highlight **four** causes of ineffective coordination in an organization. (4 marks)
7. Outline **four** types of unethical practices that the management of an organization may engage in. (4 marks)
8. Highlight **four** consequences of failing to train employees. (4 marks)
9. State **four** roles of a manager in relation to decision making in an organization. (4 marks)
10. State **four** characteristics of subordinates that may influence the choice of leadership style adopted by a manager. (4 marks)

SECTION B (60 marks)

Answer any THREE questions from this section.

11. (a) Explain **four** benefits that an organization may derive from adopting the management by objectives (MBO) technique. (8 marks)
- (b) Explain **four** advantages of the matrix organization structure. (8 marks)
- (c) Highlight **four** psychological barriers to effective interpersonal communication. (4 marks)

12. (a) Explain **four** circumstances that necessitate effective coordination in an organization. (8 marks)
- (b) The government usually participates in business through various parastatal bodies. Explain the objectives it aims to achieve through such participation. (8 marks)
- (c) Outline **four** characteristics of the systems approach to management. (4 marks)
13. (a) Management is considered both a science and an art. Outline **four** facts that justify the view of management as a science. (8 marks)
- (b) Organizations that use budgets as tools of control face certain challenges. Explain **four** such possible challenges. (8 marks)
- (c) The need to transfer an employee may arise due to several reasons. Outline **four** such reasons. (4 marks)
14. (a) Explain **four** challenges that are faced by a human resource manager when undertaking human resource planning. (8 marks)
- (b) Explain **four** limitations of using financial rewards to motivate employees. (8 marks)
- (c) Outline **four** roles of control in a food establishment. (4 marks)
15. (a) Explain **four** reasons that make it necessary for organizations to identify their core values. (8 marks)
- (b) Some managers have personal weaknesses that hinder delegation to their subordinates. Explain **four** such weaknesses. (8 marks)
- (c) Highlight **four** disadvantages of democratic leadership. (4 marks)

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