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2920/303

**PRINCIPLES AND PRACTICE
OF MANAGEMENT**

June/July 2021

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 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. Explain each of the following managerial roles:
 - (a) disturbance handler role; (2 marks)
 - (b) negotiator role. (2 marks)
2. With reference to the Behavioural Theory of Management, explain two conclusions made by Elton Mayo from the Hawthorne experiments. (4 marks)
3. Outline four forces that may determine the degree of competition in an industry. (4 marks)
4. Highlight four areas in which an organization may set objectives. (4 marks)
5. Outline four reasons that make delegation important in an organization. (4 marks)
6. Outline four guidelines that should be followed when setting performance standards during the control process. (4 marks)
7. Highlight four advantages derived from formal communication. (4 marks)
8. Outline four factors that may cause failure of performance appraisal in an organization. (4 marks)
9. Outline four reasons that make co-ordination important in an organization. (4 marks)
10. In relation to Maslow's hierarchy of needs theory, outline four ways in which the social needs of employees may be satisfied in an organization. (4 marks)

SECTION B (60 marks)

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

11. (a) Explain features of bureaucracy that have been incorporated in modern organizations. (8 marks)
- (b) Outline **four** factors that determine the role played by a manager in an organization. (4 marks)
- (c) Explain **four** general economic conditions that constitute the economic environment of a firm. (8 marks)
12. (a) Explain five measures that an organization may take to improve the effectiveness of the management by objective (MBO) technique of management. (10 marks)
- (b) Explain five circumstances under which the line organization structure may be appropriate. (10 marks)
- ✓ 13. (a) Explain **four** reasons that may account for the increasing popularity of the participative style of leadership. *good relationship b/w manager & subordinate, low labour turnover, morale to employees, good decision making* (8 marks)
- (b) Explain **four** shortcomings of the committee form of organization. *slow decision making, conflicts among members, expensive, applicable to large org* (8 marks)
- (c) Outline **four** benefits of management by exception technique of measurement as applied in the process of control. *forecast, reduce consumption* (4 marks)
14. (a) Explain **four** requirements that an effective control system should satisfy. *avoid wastage, planning, promote team work & cooperation, efficiency* (8 marks)
- (b) Explain **four** factors that may have led to widespread retrenchment of employees in recent years. *poor working cond, no morale/motivation, work overload* (8 marks)
- (c) The management of Uzi Limited is committed to upholding ethical standards among employees. Outline **four** indicators of such commitment. *Respect others, involve others in decision making* (4 marks)
- ✓ 15. (a) Explain **four** consequences of failure to train employees in an organization. *Accidents, low productivity, absenteeism, lack of innovation/new ideas* (8 marks)
- (b) Explain **four** factors that may hinder effective coordination in an organization. *poor relationship, inefficient work, poor communication channel* (8 marks)
- (c) Highlight **four** characteristics of persons with high need for achievement in accordance to McClelland's Needs Theory of Motivation. *poor management, inadequate resource, no supervision, hard working* (4 marks)

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