

2310/302
2311/302
2312/302
2313/302
MANAGEMENT
Oct./Nov. 2021
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL

**DIPLOMA IN PHOTOGRAMMETRY AND REMOTE SENSING
DIPLOMA IN CARTOGRAPHY
DIPLOMA IN LAND SURVEYING
DIPLOMA IN MAP REPRODUCTION**

MANAGEMENT

3 hours

INSTRUCTIONS TO CANDIDATES

You should have the following for this examination:

Answer booklet;

Mathematical tables/ Scientific calculator.

Answer FIVE of the following EIGHT questions.

All questions carry equal marks.

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

Candidates should answer the questions in English.

This paper consists of 4 printed pages.

Candidates should check the question paper to ascertain that all the pages are printed as indicated and that no questions are missing.

1. (a) Outline **five** challenges associated with telecommuting in an organisation. (5 marks)
- (b) Explain **five** activities undertaken in an industrial organization, according to Henri Fayoli administrative management theory (10 marks)
- (c) State **five** grounds on which employees are dismissed in an organisation. (5 marks)
2. In relation to an organisation:
- (i) State **five** ways in which a vacancy is created.
- (ii) Outline **five** principles that guide purchase of materials.
- (ii) Describe the management process. (20 marks)
3. (a) Using arrow diagrams, illustrate the correct chain of command in the following levels of management.
- (i) Management, Divisional head, Administration, Department head, Sectional head.
- (ii) Chief Executive Officer, Chairman, Board of Directors, Divisional Manager, Product Line Manager, Supervisor.
- (iii) Product Line Manager, Front Line Manager, Senior Manager, Intermediate Manager. (9 marks)
- (b) Outline **three** leadership styles that are related to performance in an organisation. (3 marks)
- (c) In relation to organisational structure:
- (i) define the term delayering;
- (ii) state **three** advantages of delayering. (8 marks)

4. ✓ (a) State **five** sources of conflict in the workplace outlining their possible resolution. (10 marks)
- (b) Globe Enterprise Limited had the following transactions in their books as at 30th June 2020.

Transaction	Ksh
Sales	100,000
Advertising	2,000
Commission expenses	5,000
Office supplies expenses	3,500
Office equipment expenses	2,500
Interest revenue	5,000
Gains on sale of investment	3,000
Interest expenses	500
Legal fees	1,500
Cost of sales	75,000

Required:

Prepare income statement for the year ended 30th June 2020. (10 marks)

5. ✓ (a) Describe the procedure of undertaking 'method study' in an organisation. (6 marks)

- (b) An employee working 40 hours per week earns Ksh 560 per hour. She also gets Ksh 2000 transport allowance and Ksh 1500 housing benefits. Calculate her direct labour hourly rate. (4 marks)

- (c) Explain **five** factors that determine location and layout of a store in an organisation. (10 marks)

6. ✓ (a) State **five** characteristics of quality circles. (5 marks)

- (b) Explain **six** characteristics of an efficient filing system in an organisation. (12 marks)

- (c) State skills required by managers at each management level. (3 marks)

7. (a) State **five** circumstances under which directive leadership is applied in an organisation. (5 marks)

- (b) Outline **five** requirements for successful implementation of matrix organisational structure. (5 marks)

- (c) List **ten** terms and conditions contained in an employment contract. (10 marks)

8. (a) Outline **five** variables involved in project scheduling. (5 marks)
- (b) Table 1 shows tasks undertaken in a project. Assuming that the project team works a standard working week (5 working days in 1 week) and that all the tasks will start as soon as possible:
- (i) Draw a network diagram to represent the project.
 - (ii) Determine the critical path.
 - (iii) Calculate planned duration of the project in weeks.
- (15 marks)

Table 1

Task	Description	Duration	Predecessor
A	Requirements analysis	5	-
B	System design	15	A
C	Programming	25	B
D	Telecoms	15	B
E	Hardware installation	30	B
F	Integration	10	C, D
G	System testing	10	E, F
H	Training and support	5	G
I	Handover and go live	5	H

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