

3182      2909/303      2924/303  
2902/303      2912/303      2925/303  
2903/303      2913/303      2926/303  
2906/303      2918/303      2927/303  
2907/303      2920/303  
2908/303      2922/303

**PRINCIPLES AND PRACTICE  
OF MANAGEMENT**

**July 2019**

**Time: 3 hours**



**THE KENYA NATIONAL EXAMINATIONS COUNCIL**

**BUSINESS EDUCATION SINGLE AND GROUP CERTIFICATE EXAMINATION  
STAGE III**

**DIPLOMA IN SUPPLY CHAIN MANAGEMENT  
DIPLOMA IN BUSINESS MANAGEMENT  
DIPLOMA IN COOPERATIVE MANAGEMENT  
DIPLOMA IN HUMAN RESOURCE MANAGEMENT  
DIPLOMA IN ROAD TRANSPORT MANAGEMENT  
DIPLOMA IN TOURISM MANAGEMENT  
DIPLOMA IN TOUR GUIDING MANAGEMENT  
DIPLOMA IN INFORMATION COMMUNICATION TECHNOLOGY  
DIPLOMA IN PROJECT MANAGEMENT  
DIPLOMA IN MARITIME TRANSPORT LOGISTICS  
DIPLOMA IN DISASTER MANAGEMENT  
DIPLOMA IN SALES AND MARKETING  
DIPLOMA IN INVESTMENT MANAGEMENT  
DIPLOMA IN INFORMATION SCIENCE  
MODULE III**

**PRINCIPLES AND PRACTICE OF MANAGEMENT**

**3 hours**

**INSTRUCTIONS TO CANDIDATES**

*This paper consists of SEVEN questions.*

*Answer any FIVE questions in the answer booklet provided.*

*All questions carry equal marks.*

*Candidates should answer the questions in English.*

**This paper consists of 2 printed pages.**

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

- 4 (a) Outline **five** indicators of effective management in an organization. (10 marks)
- (b) Highlight **five** contributions of the contingency approach to management practice. (10 marks)
- 5 (a) Explain **five** benefits that may accrue to an organization from applying management by objectives approach to management. (10 marks)
- (b) Explain **five** factors that should be considered when determining the number of employees under each supervisor. (10 marks)
- 6 (a) Highlight **five** methods that can be used to enhance communication between management and staff in an organization. (10 marks)
- (b) Explain **five** reasons that make it necessary for organizations to establish control mechanisms in their operations. (10 marks)
- 7 (a) Explain **five** reasons for establishing salary scales for employees in an organization. (10 marks)
- (b) Environmental pollution is one of the global issues impacting on management practice. Outline **five** measures that managers of the manufacturing firms may take to minimize the vice. (10 marks)
- 8 (a) There are certain factors that may limit organizational engagement to corporate social responsibility. Outline **five** such factors. (10 marks)
- (b) Explain **five** disadvantages of applying bureaucratic principles in running an organization. (10 marks)
- 9 (a) Describe the steps that should be followed when making a decision in an organization. (10 marks)
- (b) Explain **five** limitations of using internal audit as a control tool in an organization. (10 marks)
- 10 (a) Coordination of activities among various departments in an organization is a key function of a manager. Explain **five** ways in which this function can be carried out. (10 marks)
- (b) Explain **five** ways in which strategic decisions differ from operational decisions. (10 marks)

**THIS IS THE LAST PRINTED PAGE.**

3182	2908/303	2920/303	2927/303	2
2902/303	2909/303	2922/303		
2903/303	2912/303	2924/303		
2906/303	2913/303	2925/303		
2907/303	2918/303	2926/303		

July 2019