

Name: \_\_\_\_\_

Index No: \_\_\_\_\_ / \_\_\_\_\_

2802/303 2920/303

Candidate's Signature: \_\_\_\_\_

2819/303

PRINCIPLES AND  
PRACTICE OF MANAGEMENT

Oct./Nov. 2014

Time: 3 hours



Date: \_\_\_\_\_

THE KENYA NATIONAL EXAMINATIONS COUNCIL

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

PRINCIPLES AND PRACTICE OF MANAGEMENT

3 hours

**INSTRUCTIONS TO CANDIDATES***Write your name and index number in the spaces provided above.**Sign and write the date of the examination in the spaces provided above.**This paper consist of TWO sections, A and B.**Answer ALL questions in section A and any THREE questions from section B, in the spaces provided in question paper.**Each question in section A carries 4 marks while each question in section B carries 20 marks.**Do not remove any page(s) from this booklet.**Candidates should answer the questions in English.*

For Examiner's Use Only

**SECTION A**

Question	1	2	3	4	5	6	7	8	9	10	Total
Marks											

**SECTION B**

Question	11	12	13	14	15	Total	Grand Total
Marks							

This paper consists of 12 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 questions in this section in the spaces provided after each question.*

1. Identify **four** qualities that managers should possess in order to perform their duties effectively. (4 marks)

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2. Outline **two** limitations of the scientific school of management thought. (4 marks)

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3. State **four** factors in the external environment that influence the activities of an organisation. (4 marks)

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4. Explain the difference between **job specification** and **job description**. (4 marks)

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5. Explain the meaning of each of the following principles of management:

- (i) unity of command; (2 marks)

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(ii) principle of equity. (2 marks)

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6. Outline the **four** steps involved in the process of control. (4 marks)

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7. State **four** communication channels that may be used for downward communication in an organization. (4 marks)

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8. State **four** causes of indiscipline among employees in an organization. (4 marks)

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9. Outline **four** ways in which a business enterprise can act in a socially responsible manner towards the community in which it operates. (4 marks)

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10. Outline **four** factors that may hinder effective coordination in an organization. (4 marks)

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**SECTION B (60 marks)**

Answer any **THREE** questions from this section in the spaces provided after question 15.

11. (a) Based on Maslow's Hierarchy of Needs Theory, explain the ways in which managers can motivate their employees. (10 marks)
- (b) Explain **five** limitations of using autocratic leadership in an organisation. (10 marks)
12. (a) Explain **three** reasons that make planning necessary in an organization. (6 marks)
- (b) Explain **three** reasons that make control an important function of management. (6 marks)
- (c) Explain **four** ways in which a supervisor may discourage upward communication in an organization. (8 marks)
13. (a) Outline **four** advantages of the functional organization structure. (4 marks)
- (b) Explain **three** measures that the management of an organization may take to ensure that ethical codes are adhered to. (6 marks)
- (c) Employees in your organization have demanded higher wages and salaries to match those offered by a competitor in the neighbourhood. As a human resource manager, explain **five** reasons that may make it difficult to meet these demands. (10 marks)
14. (a) Explain **four** factors that determine an individual ethical standards. (8 marks)
- (b) Most of the plans established at Kwazulu Bakers Limited have ended up in failure. Explain **six** reasons that may have led to this situation. (12 marks)
15. (a) Industrial relations at Super Bakers limited have deteriorated in the recent past. Outline **six** economic factors that may be responsible for this situation. (6 marks)
- (b) Explain **three** factors that may determine the activities that an organization may engage in as part of its' corporate social responsibility. (6 marks)
- (c) The management of Imala Cookies Limited fills vacant positions internally through promotions. Outline **four** disadvantages of this practice. (8 marks)