

Name: \_\_\_\_\_ Index No.: \_\_\_\_\_

2402/305

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

**PRINCIPLES AND PRACTICE OF  
MANAGEMENT**

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

Oct./ Nov. 2015

Time: 3 hours

**THE KENYA NATIONAL EXAMINATIONS COUNCIL****DIPLOMA IN FOOD AND BEVERAGE MANAGEMENT****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 consists of **EIGHT** questions.**Answer any **FIVE** questions in the spaces provided in this question paper.**All questions carry equal marks.**Do **NOT** remove any pages from this booklet.**Candidates should answer the questions in English.***For Examiner's Use Only**

Question	1	2	3	4	5	6	7	8	TOTAL SCORE
Candidate's Score									

**This paper consists of 16 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) Explain **five** external environmental factors which influence the management of a hotel. (10 marks)
- (b) Differentiate between policy and objectives. (4 marks)
- (c) Organizational objectives are set to fulfil personal, organizational and social needs. Identify **two** objectives in each category. (6 marks)
  
2. (a) Explain **five** principles of management as presented by Administrative School of Management. (10 marks)
- (b) Explain **five** objectives of communication in the management of hotels. (10 marks)
  
3. (a) Explain **four** reasons for establishing an organization structure. (8 marks)
- (b) (i) With the aid of a diagram, describe a matrix organization structure. (8 marks)
- (ii) Explain the following types of authority relationships:
  - (I) line; (2 marks)
  - (II) staff. (2 marks)
  
4. (a) Make a comparison between delegation and decentralization of authority. (8 marks)
- (b) Identify **four** disadvantages of centralization of authority in the management of a hotel. (4 marks)
- (c) Explain **four** reasons why subordinates may fail to accept delegation of authority. (8 marks)
  
5. (a) (i) Explain **four** benefits of a comprehensive job description to an organization. (8 marks)
- (ii) List **four** components of a job description for a Food and Beverage manager. (4 marks)
- (b) Explain **four** external sources of manpower for a hotel. (8 marks)
  
6. (a) Highlight **four** roles played by a trade union in an organization. (4 marks)
- (b) Highlight **six** advantages of using on-the-job training method to train kitchen staff. (6 marks)
- (c) Explain **five** reasons why employees resist change in an organization. (10 marks)

- 7. (a) (i) Explain the meaning of the term forecasting as used in planning. (2 marks)
  - (ii) Explain **four** steps in the forecasting process. (8 marks)
  - (b) Identify **five** features of an effective strategy. (5 marks)
  - (c) Many managers spend most of their time planning organizational activities, a good number of their plans still fails. Highlight **five** reasons why this happens. (5 marks)
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- 8. (a) (i) Identify **five** essential features of the control function. (5 marks)
  - (ii) Explain **five** control measures used by a chef in the production of meals. (10 marks)
  - (b) Outline **five** activities performed by a manager while carrying out the directing function. (5 marks)

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