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**PRINCIPLES AND PRACTICE OF  
MANAGEMENT**

June/July 2016

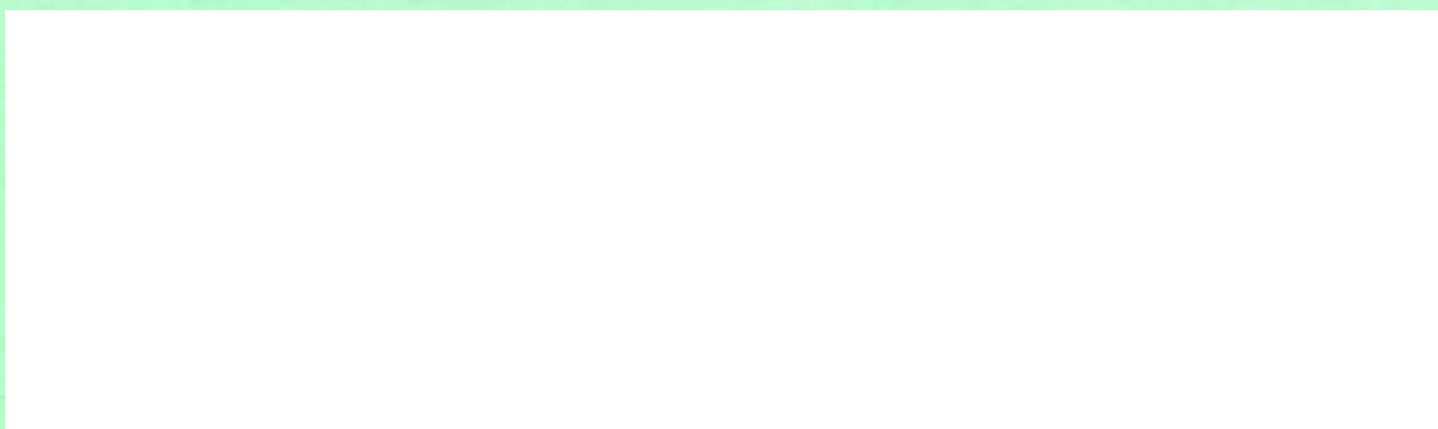
Time: 3 hours



**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**



**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 **two** benefits of effective coordination to an organization. (4 marks)
2. Explain **two** methods through which employees may get separated in their workplace. (4 marks)  
 ← Division
3. Explain **two** criticisms that have been levelled against Max Weber's Theory of bureaucracy. (4 marks)  
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4. Outline **four** channels that are available for conveying upwards information in an organization. (4 marks)
5. Outline **four** advantages of the Matrix organization structure. (4 marks)
6. Explain **two** factors that make motivation a difficult task for managers. (4 marks)
7. Outline **four** factors that the management should consider when deciding on the type of corporate social activities to engage in. (4 marks)
8. Most employees at Devac Limited are unable to meet their performance targets. Outline **four** possible causes of such deviations. (4 marks)
9. Explain **two** skills that a successful manager should possess. (4 marks)
10. Explain **two** reasons that make it important to have a professional code of ethics in the food industry. (4 marks)

## SECTION B (60 marks)

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

11. (a) Explain **four** measures that may be adopted to make job evaluation programmes successful in an organization. (8 marks)
- (b) Outline **four** advantages of the systems approach to management. (4 marks)
- (c) Explain **four** reasons that have led to growth in the importance of communication in modern organizations. (8 marks)
12. (a) Explain **four** circumstances under which the piece wage system may be suitable. (8 marks)  
 → Organization structure, → Motivation req., → Evaluation
- (b) Explain **three** semantic barriers to effective communication. (6 marks)  
 - Time - Age - Mutual Relations

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3 - Too much Paper work pdfeducation.com  
 - Complex Organisational Structure

- (c) Explain **three** ways in which heavy investment in technology affects the structure of an organization. - Less interaction (social barrier) (6 marks)  
 - Whittle down (Reduce) - Poor Comm.
- 13 (a) Most large organizations experience problems of coordination. Explain **four** causes of these problems. - Uneffective Policies (8 marks)  
 - Human relations
- (b) Explain **four** barriers to planning. - Less skilled staff (4 marks)  
 - Structure/Hierarchy or authority  
 - Ignorance - Resources  
 - Time barrier - Skills
- (c) The management of Bright Limited has introduced an incentive plan to motivate employees. Explain **four** negative consequences that may be associated with the incentive plan. (8 marks)  
 - Conflicts - Informal groups  
 - Misfit of direction - High turnover
- 14 (a) Explain the factors that may influence the achievement of high ethical standards among employees in an organization. (10 marks)
- (b) Explain **five** features of an effective control system. (10 marks)
- 15 (a) Outline **four** ways in which a company can demonstrate social responsibility for the community in which it operates. (4 marks)  
 - Social functions - Sponsorship - Giving back, Civil work
- (b) Explain **four** reasons that make it necessary for managers to delegate authority. (8 marks)  
 - Training - Efficient laid down structure, Motivate  
 - Cut down labour cost
- (c) Explain **four** ways in which proper planning contributes to effective management. (8 marks)  
 - Setting Policies - Allocating resources  
 - Accounting for objectives - Delegation of Authority & Team work



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