

2802/303

2819/303

2920/303

PRINCIPLES AND PRACTICE  
OF MANAGEMENT

June/July 2018

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

3 hours

INSTRUCTIONS TO CANDIDATES

*You should have an answer booklet for this examination.*

*This paper consists of TWO sections; A and B.*

*Answer ALL questions in section A and any THREE questions from section B in the answer booklet provided.*

*Candidates should answer the questions in English.*

**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. Outline **four** functions of a top level management in an organization. (4 marks)  
*Planning | organizing | directing | motivating*
2. State **four** limitations of bureaucracy as advocated by Max Weber. (4 marks)
3. Outline **four** ways in which an organization may enhance ethical standards among its employees. (4 marks)
4. State **four** characteristics of good organizational objectives. (4 marks)  
*realistic | time saving | realization of goals*
5. Highlight **four** activities that are involved in the organizing function. (4 marks)  
*Assigning duties | giving objectives of the day*
6. Describe the steps that are followed in the control process in a food establishment. (4 marks)  
*production control  
cost control*
7. Highlight **four** types of leadership styles in accordance with the Managerial Grid Theory of leadership. (4 marks)  
*Autocratic      Free rein  
Democratic      benevolent*
8. Outline the assumptions of McGregor's motivation theory Y. (4 marks)  
*workers are not lazy      workers are self driven*
9. State **four** types of tests that may be administered during the selection process in an organization. (4 marks)  
*workers see work as pleasure or rest      workers are ambitious*
10. Outline **four** economic factors that may influence the operations of a business organization. (4 marks)  
*capital      customers      competition*

SECTION B (60 marks)

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

11. (a) Explain **five** differences between a manager and a leader. (10 marks)
- (b) Explain **five** reasons that make it necessary for an organization to engage in corporate social responsibility. (10 marks)
12. (a) Outline **four** factors that may hinder effective implementation of plans in an organization. (4 marks)
- (b) Explain **five** benefits that an organization may derive from adopting the functional organization structure. (10 marks)
- (c) In relation to the expectancy model of motivation, outline the rules that a manager should observe to achieve positive behaviour reinforcement in an organization. (6 marks)
13. (a) Explain **three** measures that management should take to ensure effective coordination in an organization. (6 marks)
- (b) Distinguish between job enlargement and job enrichment. (4 marks)
- (c) Explain **five** negative effects of control systems in an organization. (10 marks)
14. (a) Explain **five** non-monetary incentives that may be used to motivate employees in a food establishment. (10 marks)  
*Promotions & Giving Profit*
- (b) Explain **five** circumstances under which face-to-face communication may be appropriate to use in an organization. (10 marks)
15. (a) Explain **five** reasons that make it necessary for an organization to carry out human resource planning. (10 marks)
- (b) (i) Explain **three** factors that may influence the ethical standards of an individual employee. (6 marks)
- (ii) The proprietor of a food establishment has been termed unethical by some of his customers. Outline **four** potential practices that may have led to such accusations. (4 marks)

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