



2802/303

2819/303

2920/303

PRINCIPLES AND PRACTICE
OF MANAGEMENT

June/July 2019

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. Highlight **four** factors in the external environment that may affect the operations of an organization. (4 marks)
2. State **four** types of organization structures that may be adopted by a business enterprise. (4 marks)
3. Outline **four** leadership behaviours that are associated with the Path Goal Theory of leadership. (4 marks)
4. With reference to Maslow's hierarchy of needs theory, outline **four** ways in which the manager may meet the safety needs of employees. (4 marks)
5. Explain **four** conditions necessary for effective collective bargaining at the work place. (4 marks)
6. Outline **four** criticisms labelled against the scientific management principles as advocated by Fredrick Taylor. (4 marks)
7. State **four** causes of unethical behaviour among managers in an organization. (4 marks)
8. Outline **four** benefits that an organization may derive from accurate forecasting. (4 marks)
9. State **four** activities that a manager should undertake in order to accomplish his informational role in an organization. (4 marks)
10. Outline **four** features of an effective budgetary control system. (4 marks)

SECTION B (60 marks)

Answer any THREE questions from this section.

- 11.
- (a) Explain **five** personal traits that may hinder the success of a manager in an organization. (10 marks)
 - (b) Explain **five** benefits that an organization may derive from formally laying down the objectives that it seeks to achieve. (10 marks)

12. (a) Explain **four** reasons that make some managers reluctant to carry out the planning function. (8 marks)
- (b) Explain **five** benefits that an organization may derive from effective coordination of activities. (8 marks)
- (c) Outline **four** limitations of the autocratic leadership style. (4 marks)
13. (a) Explain **five** reasons that may account for the increased popularity of email communication in most organizations. (10 marks)
- (b) Explain **five** factors that may determine the salary levels paid to employees in an organization. (10 marks)
14. (a) Teke Limited is in the process of designing a motivation package for its employees. Explain **five** factors that the organization should consider during this undertaking. (10 marks)
- (b) Explain **five** reasons that make it necessary to carry out job evaluation. (10 marks)
15. (a) Some subordinates are reluctant to take up tasks delegated by their superiors. Explain **five** reasons that may account for this reluctance. (10 marks)
- (b) Outline **four** community-related activities that an organization may undertake as part of its corporate social responsibility. (4 marks)
- (c) Explain **three** categories of managerial skills that a manager should possess. (6 marks)

THIS IS THE LAST PRINTED PAGE.