

Name _____ Index No _____ / _____

2802/303

2819/303 2920/303

**PRINCIPLES AND PRACTICE
OF MANAGEMENT**

Oct./Nov. 2015

Time: 3 hours



Candidate's Signature _____

Date _____

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

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 TWO sections A and B.

Answer ALL questions in Section A and any THREE question from Section B in the spaces provided in the question paper.

Maximum marks for each part of a question are indicated.

Do NOT remove any page(s) from this booklet.

Candidates should answer the questions in English.

For Examiner's Use Only

| Section | Question | Maximum Score | Candidate's Score |
|--------------------|----------|---------------|-------------------|
| A | 1 - 10 | 40 | |
| B | | 20 | |
| | | 20 | |
| | | 20 | |
| Total Score | | 100 | |

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) Identify **four** skills that successful managers should possess in order to accomplish their work. (2 marks)

- (b) Explain the meaning of the term management. (2 marks)

2. Explain the following principles of management as proposed by Henry Fayol:

- (a) scalar chain; (2 marks)

- (b) stability of tenure. (2 marks)

3. Explain **two** negative effects of technological advancement on employees of an organization. (4 marks)

4. Distinguish between *short term* and *contingency* plans. (4 marks)

5. State **four** reasons that make it necessary for managers to delegate responsibilities to their subordinates. (4 marks)

6. Explain **two** ways in which coordination helps to increase the effectiveness of management. (4 marks)

7. Differentiate between steering controls (feed forward) and post action controls. (4 marks)

8. Identify **four** formal channels available to workers to carry information to their managers in an organization. (4 marks)

9. Highlight **two** criticisms levelled against McClelland's achievement motivation model. (4 marks)

10. State **four** reasons that may lead to rejection of a job application at the initial sorting stage in an organization. (4 marks)

9. Highlight **two** criticisms levelled against McClelland's achievement motivation model. (4 marks)

10. State **four** reasons that may lead to rejection of a job application at the initial sorting stage in an organization. (4 marks)

SECTION B: (60 marks)

Answer any **THREE** questions form this section on the spaces provided after question 15.

11. (a) Outline **five** benefits that an organization may derive from using budgetary controls. (10 marks)
- (b) Explain **five** limitations of the bureaucratic school of thought advanced by Max Weber. (10 marks)
12. (a) Consumer groups have held demonstrations against Paperline Limited accusing it of unethical trade practices. Explain **five** such malpractices. (10 marks)
- (b) Explain **five** measures that should be taken in order to enhance the effectiveness of plans in an organization. (10 marks)
13. (a) Explain **four** characteristics that a sound organization structure should exhibit. (8 marks)
- (b) Explain **four** barriers to effective coordination in an organization. (8 marks)
- (c) Highlight **four** roles played by middle level managers in an organization. (4 marks)
14. (a) Money have lost its effectiveness as a motivator among some employees. Explain **five** guidelines that should be followed to reverse this situation. (10 marks)
- (b) Explain **five** circumstances under which participative leadership style is appropriate in an organization. (10 marks)
15. (a) Explain **five** factors that may influence the compensation packages paid to employees in an organization. (10 marks)
- (b) Explain **five** reasons that make corporate social responsibility (CSR) an important aspect in an organization. (10 marks)
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