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**PRINCIPLES AND PRACTICE OF MANAGEMENT**

**Oct./Nov. 2022**

**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**

*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** functions of the top management in an organization. (4 marks)
2. Outline **four** benefits of planning to an organization. (4 marks)
3. Outline **four** circumstances under which a narrow span of control may be appropriate in an organization. (4 marks)
4. Highlight **four** causes of indiscipline in an organization. (4 marks)
5. Outline **four** shortcomings of verbal communication. (4 marks)
6. Highlight **four** ways in which the management of an organization may demonstrate social responsibility to its customers. (4 marks)
7. State **four** factors that may contribute to unethical behaviour among employees in an organization. (4 marks)
8. Outline **four** features of an organization as proposed by the systems approach to management. (4 marks)
9. Highlight **four** advantages of using monetary incentives to motivate employees. (4 marks)
10. State **four** types of coordination that may be applied in an organization. (4 marks)

**SECTION B (60 marks)**

*Answer any THREE questions from this section.*

11. (a) Explain **four** negative effects of control systems in an organization. (8 marks)
- (b) Outline **four** personal factors that may influence the choice of leadership style by a manager. (4 marks)
- (c) Explain **four** reasons that make it necessary for a manager to behave ethically. (8 marks)
12. (a) Explain **four** barriers to delegation that may be associated with subordinates in an organization. (8 marks)
- (b) Explain **four** guidelines that management should follow when formulating policies to enhance their effectiveness. (8 marks)
- (c) Some job applications are rejected at the initial screening stage during employee selection. Outline **four** reasons for their rejection. (4 marks)

13. (a) Explain **four** factors that may determine the level of coordination required in an organization. (8 marks)
- (b) Explain **four** reasons that make some organizations to recruit employees from universities and colleges. (8 marks)
- (c) According to the contingency theory of management a manager's decision is influenced by certain situational factors. Outline **four** such factors. (4 marks)
14. (a) Explain **four** reasons that make it necessary for an organization to understand its external business environment. (8 marks)
- (b) Explain **four** benefits of high employee morale in an organization. (8 marks)
- (c) Outline **four** factors that may influence the ethical standards of an employee. (4 marks)
15. (a) Explain **five** arguments that may be raised against corporate social responsibility. (10 marks)
- (b) Organizations that use budgets as a tool of control face certain challenges. Explain **five** such challenges. (10 marks)

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