

2802/301
2920/301
HUMAN RELATIONS
June/July 2016
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL

**DIPLOMA IN FOOD AND BEVERAGE MANAGEMENT
DIPLOMA IN BAKING TECHNOLOGY
MODULE III**

HUMAN RELATIONS

3 hours

INSTRUCTIONS TO CANDIDATES

You should have the following for this examination paper.

An answer booklet.

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.

Maximum marks for each part of a question are as shown.

Do NOT remove any pages from this question paper.

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 in the answer booklet provided.

1. Explain each of the following terms in the context of the work place:
 - (a) human relations; (2 marks)
 - (b) group. (2 marks)
2. Explain **two** reasons that make it necessary for a manager of an organization to understand individual differences among employees. (4 marks)
3. Distinguish the managerial roles based on McGregor's theory X and theory Y. (4 marks)
4. (a) Identify **four** secondary traits of a good leader. (2 marks)
(b) Identify **four** emotional factors that may lead to resistance to change by employees of an organization. (2 marks)
5. Outline **four** job-related causes of stress among employees in an organization. (4 marks)
6. Explain **four** circumstances under which conflicts may be considered desirable in an organization. (4 marks)
7. Outline **four** features of bureaucracy. (4 marks)
8. State **two** differences between values and attitudes. (4 marks)
9. State **four** signs of frustrations in an employee. (4 marks)
10. Highlight **four** challenges that the management of an organization may face when involving employees in management. (4 marks)

SECTION B (60 marks)

*Answer any **THREE** questions from this section in the answer booklet provided.*

11. (a) Outline **four** reasons that may be attributed to low morale among employees of an organization. (4 marks)
(b) State **six** sources of interpersonal conflicts in an organization. (6 marks)
(c) The management of Biko Company Limited has noted increased negative attitude among its employees. Explain **five** guidelines that may be followed to change this attitude. (10 marks)

12. (a) Explain **three** measures that the management of an organization may take to build successful teams. (6 marks)
- (b) Outline **six** personal strategies that an employee may adopt to manage stress. (6 marks)
- (c) Explain **four** factors that may determine the type of leadership adopted in an organization. (8 marks)
13. (a) Explain the meaning of each of the following terms as used in human relations;
- (i) motivation; (2 marks)
- (ii) perception. (2 marks)
- (b) Explain **four** measures that a manager may take to minimize job-related frustrations among employees. (8 marks)
- (c) Informal groups are inevitable in organizations. Explain **four** guidelines that managers may follow to influence such groups. (8 marks)
14. (a) Explain four benefits that an organization may derive from motivating its employees. (8 marks)
- (b) Explain **two** factors that make positive personality an important aspect in an individual. (4 marks)
- (c) Explain the way each of the following principles of management may be applied in an organization:
- (i) scalar chain; (2 marks)
- (ii) unity of direction; (2 marks)
- (iii) equity; (2 marks)
- (iv) *Espirit de corps*. (2 marks)
15. (a) Explain the reason that makes each of the following principles of organization important;
- (i) principle of specialization; (2 marks)
- (ii) principle of delegation. (2 marks)
- (b) Explain four measures that employees may take to enhance their personality. (8 marks)
- (c) Managers are increasingly involving employees in decision making. Explain four reasons that may account for this trend. (8 marks)

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