

2802/301  
2920/301  
HUMAN RELATIONS  
Oct./Nov. 2022  
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 an answer booklet for his examination.*

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

*Answer ALL the 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 indicated.*

*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 questions in this section.*

1. Outline **four** effects of public relations on a business enterprise. (4 marks)
2. Explain the reasons that make each of the following principles of organization important at the workplace:
  - (a) specialization; (2 marks)
  - (b) unity of command. (2 marks)
3. A frustrated employee exhibits certain signs. State **four** such signs. (4 marks)
4. Identify **four** individual factors that may influence an employees performance according to Vroom's expectancy theory. (4 marks)
5. Outline **four** strategies that a manager may adopt to encourage employee involvement in management. (4 marks)
6. Distinguish between the norming stage and the performing stage of group development. (4 marks)
7. Explain **two** elements of the human personality as proposed by Sigmund Freud. (4 marks)
8. State **four** indicators of authoritarian leadership in an organization. (4 marks)
9. The management of Picot Enterprises has noted that majority of the employees are stressed. Outline **four** measures that the management may take to minimise such stress. (4 marks)
10. Highlight **four** ways in which the management may contribute to negative attitude among the employees of an organization. (4 marks)

**SECTION B: (60 marks)**

*Answer any THREE questions from this section.*

11. (a) Outline **four** disadvantages of the bureaucratic system of management. (4 marks)
- (b) Explain **four** strategies that the management may adopt to promote good human relations in an organization. (8 marks)
- (c) Explain **four** ways in which work groups may positively affect to organizational performance. (8 marks)
12. (a) State **four** characteristics of a formal group. (4 marks)
- (b) Explain **four** factors that may determine the span of control in an organization. (8 marks)
- (c) In relation to Maslow's Hierachy of Needs theory explain **four** ways in which the management of an organization may meet the safety needs of employees. (8 marks)
13. (a) Highlight the stages of personality development according to Sigmund Freud's psycho-sexual theory. (5 marks)
- (b) Explain **five** employee-related factors that may hinder change of attitude in an organization. (10 marks)
- (c) Outline **five** measures that an individual may take to minimize work-related frustration. (5 marks)
14. (a) Explain **three** situations in which the Laissez Faire style of leadership may be appropriate in an organization. (6 marks)
- (b) Kevina is the mediator on a certain conflict situation. Highlight six characteristics that she should possess to be effective in this role. (6 marks)
- (c) Explain **four** measures that the management of an organization may take to bridge generations gaps between employees. (8 marks)
15. (a) Explain **five** causes of work-related stress. (10 marks)
- (b) Explain **five** consequences of failure to involve employees in the management of an organization. (10 marks)

**THIS IS THE LAST PRINTED PAGE.**