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**PRINCIPLES AND PRACTICE OF
MANAGEMENT**

June/July 2016

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.

Marks for each part of a question and section 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 the questions in this section.

- 1. Explain **two** benefits of effective coordination to an organization. (4 marks)
- 2. Explain **two** methods through which employees may get separated in their workplace. (4 marks)
← Division
- 3. Explain **two** criticisms that have been levelled against Max Weber's Theory of bureaucracy. (4 marks)
too much...
- 4. Outline **four** channels that are available for conveying upwards information in an organization. (4 marks)
- 5. Outline **four** advantages of the Matrix organization structure. (4 marks)
- 6. Explain **two** factors that make motivation a difficult task for managers. (4 marks)
- 7. Outline **four** factors that the management should consider when deciding on the type of corporate social activities to engage in. (4 marks)
- 8. Most employees at Devac Limited are unable to meet their performance targets. Outline **four** possible causes of such deviations. (4 marks)
- 9. Explain **two** skills that a successful manager should possess. (4 marks)
- 10. Explain **two** reasons that make it important to have a professional code of ethics in the food industry. (4 marks)

SECTION B (60 marks)

Answer any **THREE** questions from this section.

- 11. (a) Explain **four** measures that may be adopted to make job evaluation programmes successful in an organization. (8 marks)
- (b) Outline **four** advantages of the systems approach to management. (4 marks)
- (c) Explain **four** reasons that have led to growth in the importance of communication in modern organizations. (8 marks)
- 12. (a) Explain **four** circumstances under which the piece wage system may be suitable. (8 marks)
→ Organization structure, → Motivation req., → Evaluation
- (b) Explain **three** semantic barriers to effective communication. (6 marks)
→ Time, → Age, → Mutual relations



3 - Too much Paper work
 - Complex Organisational Structure

(c) Explain **three** ways in which heavy investment in technology affects the structure of an organization. - Less interaction (social barrier) (6 marks)
 - Whittle down (Reduce) - Poor Comm.

13 (a) Most large organizations experience problems of coordination. Explain **four** causes of these problems. - Uneffective Policies (8 marks)
 - Human relations

(b) Explain **four** barriers to planning. - Less skilled staff (4 marks)
 - Structure/Hierarchy or authority
 - Ignorance - Resources
 - Time barrier - Skills

(c) The management of Bright Limited has introduced an incentive plan to motivate employees. Explain **four** negative consequences that may be associated with the incentive plan. (8 marks)
 - Informal groups
 - Conflicts

14 (a) Explain the factors that may influence the achievement of high ethical standards among employees in an organization. (10 marks)
 - Clarity of direction - High turnover

(b) Explain **five** features of an effective control system. (10 marks)

15 (a) Outline **four** ways in which a company can demonstrate social responsibility for the community in which it operates. (4 marks)
 - Social functions - Sponsorship - Giving back, Civil work

(b) Explain **four** reasons that make it necessary for managers to delegate authority. (8 marks)
 - Interesting development groups
 - Training - Official laid down rules, Motivate

(c) Explain **four** ways in which proper planning contributes to effective management. (8 marks)
 - Setting Policies - Allocating resources

- Accounting for objectives - Delegation - Coordination & Team work



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