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**PRINCIPLES AND PRACTICE  
OF MANAGEMENT**

**June/July 2017**

**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**

*You should have an answer booklet for this examination.*

*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. Explain the following principles of management:
  - (a) Stability of tenure;
  - (b) Unity of command. (4 marks)
2. State **four** factors that may lead to failure of the management's work plans. (4 marks)
3. Explain **two** advantages of the functional organization structure. (4 marks)
4. In relation to control systems, explain the difference between *cybernetic controls* and *non-cybernetic controls*. (4 marks)
5. State **four** causes of poor industrial relations in an organization. (4 marks)
6. Outline **four** ways in which the superiors may hinder communication in an organization. (4 marks)
7. Outline **four** personal qualities that may promote the success of a manager. (4 marks)
8. Identify **four** components of the internal environment of a business. (4 marks)
9. Explain **two** indicators of effective coordination in a organization. (4 marks)
10. In relation to Maslow's hierarchy of needs model, outline **four** features of physiological needs. (4 marks)

### SECTION B (60 marks)

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

11. (a) State **four** decisional roles performed by a manager. (4 marks)
- (b) Explain **four** criticisms that are levelled against the classical theory of management. (8 marks)
- (c) Explain **four** reasons that make committees unpopular as decision making tools. (8 marks)

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12. (a) Explain **five** circumstances under which a manager may find it appropriate to use written communication. (10 marks)
- (b) Organizations incur heavy expenditure on the function of planning. Explain **five** reasons that may justify such expenditure. (10 marks)
13. (a) Explain **four** advantages that an organization may derive from filling its vacant positions from internal source. (8 marks)
- (b) Explain **four** reasons that may account for the adoption of the matrix organization structure in an organization. (8 marks)
- (c) Outline **four** factors that the management of an organization should consider when choosing the social responsibility activities to engage in. (4 marks)
14. (a) Explain **four** essential requirements of a sound budgetary control system in an organization. (8 marks)
- (b) Explain **four** challenges that limit the effectiveness of coordination in an organization. (8 marks)
- (c) Outline **four** reasons that have led to widespread retrenchment of employees in the recent past. (4 marks)
15. (a) State **four** measures that may be taken to motivate employees in the workplace. (4 marks)
- (b) Explain **four** rules that should be observed in order to make effective use of money as a motivator. (8 marks)
- (c) Outline **four** ethical standards and practices for managers in an organization. (8 marks)

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