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PRINCIPLES AND PRACTICE OF MANAGEMENT

June/July 2023

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. Distinguish between unity of command and unity of direction as principles of management. (4 marks)
2. Identify **four** factors that constitute the economic environment of a firm. (4 marks)
3. Outline **four** techniques of job evaluation that may be used in an organization. (4 marks)
4. Distinguish between vertical coordination and horizontal coordination. (4 marks)
5. Identify **four** non-budgetary controls that may be used in an organization. (4 marks)
6. State **four** factors that make it difficult for managers to effectively motivate employees. (4 marks)
7. State **four** factors that may contribute to unethical behaviour among employees in an organization. (4 marks)
8. Outline **four** barrier to communication that are associated with supervisors in an organization. (4 marks)
9. Highlight **four** advantages of using narrow span of control in an organization. (4 marks)
10. State **four** characteristics of a mission statement as a type of multi-use plans. (4 marks)

SECTION B (60 marks)

Answer any THREE questions from this section.

- *11. (a) Explain **four** fundamental responsibilities of a business towards the government. (8 marks)
- (b) Outline **four** circumstances under which the project organization structure is appropriate. (4 marks)
- (c) The philosophy of Management By Objectives has certain weaknesses that hinder its effective implementation. Explain **four** such weaknesses. (8 marks)

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Poor goal setting

12. (a) Explain **four** objectives that an organization may seek to achieve by designing an effective control system. (8 marks)
- (b) Explain **four** criticisms that are labeled against Herzberg's two-factor theory of motivation. (4 marks)
- (c) ✓ The need for transferring employees in an organization may arise due to certain reasons. Explain **four** such reasons. (8 marks)
13. (a) Explain **three** features of effective coordination. (6 marks)
- (b) Explain **three** situations in which the autocratic style of leadership may be appropriate in an organization. (6 marks)
- (c) Explain **four** requirements that should be met for an effective budgetary control system. (8 marks)
14. (a) Explain **four** factors that may influence the style of leadership adopted in an organization. (8 marks)
- (b) Pilex Limited recruits most of its employees from colleges and universities. Explain **four** reasons that may account for this choice of recruitment. (8 marks)
- (c) The Ethical committee at Unix Limited has been accused of failure to undertake its functions as expected. Outline **four** arguments that may justify such accusation. (4 marks)
15. (a) Explain **five** ways in which the scientific management school of thought has contributed to modern management. (8 marks)
- (b) Outline four reasons that make organizing important in an enterprise. (8 marks)
- (c) With reference to Maslow's Hierarchy of Needs theory, outline **four** ways in which a manager may satisfy the social needs of employees. (4 marks)

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