



MACHAKOS UNIVERSITY

University Examinations 2019/2020 Academic Year

SCHOOL OF HOSPITALITY AND TOURISM MANAGEMENT

DEPARTMENT OF HOSPITALITY MANAGEMENT

FIRST YEAR SECOND SEMESTER EXAMINATION FOR

BACHELOR OF SCIENCE IN HOSPITALITY AND TOURISM MANAGEMENT

HTM 104-1: PRINCIPLES OF MANAGMENT

DATE: 14/12/2020

TIME: 8.30-10.30 AM

INSTRUCTIONS

Answer Question One and Any Other Two Questions

SECTION A: COMPULSORY

QUESTION ONE (30 MARKS)

- a) Define the term management according to Mary Parker Follet. (2 marks)
- b) State and explain the **THREE** characteristics of management derived from its definition (6 marks)
- c) Explain the **THREE** management levels that we have in management. (6 marks)
- d) Mention and explain the **FOUR** management skills that a manager should have. (8 marks)
- e) List the **THREE** well established schools of management theory that we have in management. (3 marks)
- f) State any Three types of power in the hospitality and tourism industry (3 marks)
- g) Define clearly the term motivation (2 marks)

SECTION B: ANSWER ANY OTHER TWO QUESTIONS

QUESTION TWO (20 MARKS)

- a) Discuss the role of leadership in hospitality and tourism by giving Five characteristics of successful leaders (10 marks)
- b) List and discuss **FIVE** principles of organization according to Lyndall Urwick. (10 marks)

QUESTION THREE (20 MARKS)

- a) Discuss **FOUR** importance of planning. (8 marks)
- b) In details discuss the steps in planning process (12 marks)

QUESTION FOUR (20 MARKS)

- a) State and discuss **SIX** key organization components and concepts of an organization structure. (12 marks)
- b) Delegation can be defined as the act of assigning formal authority and responsibility for completion of specific activities to subordinates. List and briefly explain **EIGHT** guidelines to effective delegation. (8 marks)

QUESTION FIVE (20 MARKS)

- a) Explain **TEN** factors influencing leadership effectiveness (10 marks)
- b) Identify main barriers to effective communication in a given hospitality organisation (10 marks)