



MACHAKOS UNIVERSITY



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A Globally Competitive Centre of Excellence in Teaching, Research, Innovation and Service

University Examinations for 2018/2019 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

Department of Business Administration

Fourth Year Second Semester Examination for Bachelor of
Hospitality and Tourism

SHT 408: Public Relations and Resource Mobilization
in Hospitality and Tourism

Supplementary Exam

Date:

Time:

Instructions

Answer question ONE and any other TWO questions

ORGANIZATION'S CULTURE

These examples illustrate that employees take their signals about what's acceptable not just from what managers say, but from what they do. Those signals then mold the company's organizational culture, the "characteristic values, traditions and behaviors a company's employees share". A value is a basic belief about what is right or wrong, or about what you should or shouldn't do. ("Honesty is the best policy" would be a value). Values are important because they guide and channel behaviour. Managing people and shaping their behaviour therefore depends on shaping the values they use as behavioral guides. For example, if management believes "honesty is the best policy", the written rules they follow and the things they do should reflect this value. Managers therefore have to think through how to send the right signals to their employees. Doing so includes:

- **Clarifying expectations.** First, managers should make clear their expectations with respect to the values they want subordinates to follow. For example, the Johnson & Johnson ethics codes says, "We believe our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services".
- **Using signs and symbols.** Symbolism – what the manager actually does and thus the signals he or she sends – is crucial. Managers need to "walk the talk". They can't expect to say, "don't mess the financials" and then do so themselves.
- **Providing physical support.** The physical manifestations of the manager's values – the firm's incentive plan, appraisal system and disciplinary procedures, for instance – signal employees regarding what they should and should not do. For example, does the firm reward ethical behaviour or penalize it?"

(Human Resource Management, Thirteen edition, 2013 by Gary Dessler)

1. (a) Discuss the characteristics of a healthy organizational culture. (10mks).
(b) Explain the role of PR in creating an ethical organization culture. (10mks)
(c) Discuss the indicators of conflict in an organization. (10mks)
2. (a) Discuss the difference between public relations and publicity. 10mks)
(b) Explain why it is important for an organization to address customers' complains as quickly as possible. (10mks).
3. (a) Explain the different techniques of managing a crisis in an organization. (10mks)
(b) Discuss the role of public relation practitioner in every organization. (10mks)
4. (a) Describe the different types of publics. (10mks)
(b) Explain how the PR ensures community participation in an organization's activities. (10mks)
5. (a) Discuss the role of Public Relation practitioner in resource mobilization. (10mks)
(b) Discuss the importance of an organization to maintain professional code of ethics and ensure good customer relations. (10mks)