



MACHAKOS UNIVERSITY

University Examinations 2019/2020 Academic Year

SCHOOL OF HOSPITALITY AND TOURISM MANAGEMENT

DEPARTMENT OF HOSPITALITY MANAGEMENT

SECOND YEAR FIRST SEMESTER EXAMINATION FOR

DIPLOMA IN HOSPITALITY AND TOURISM MANAGEMENT

HUMAN RESOURCE MANAGEMENT

DATE: 28/11/2019

TIME: 2.00-4.00 PM

INSTRUCTIONS

1. This paper consists of two (2) sections.
2. Section A is compulsory and has thirty (30) marks.
3. Section B has four (4) questions. Attempt any two (2) questions from this section.

SECTION A COMPULSORY (30 MARKS)

QUESTION ONE (30 MARKS)

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|----|---|------------|
| a) | Define the term management. | (2 marks) |
| b) | Give justifications why it is important to study human relations. | (5 marks) |
| c) | Explain measures of improving employees' morale. | (10 marks) |
| d) | Identify the causes of employee frustration. | (5 marks) |
| e) | List 6 essentials of a good procedure. | (6 marks) |
| f) | Elaborate two (2) main features of a committee. | (2 marks) |

SECTION B (40 MARKS)

QUESTION TWO (20 MARKS)

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|----|---|------------|
| a) | Citing examples where appropriate, explain five (5) major factors that limit the development of effective organizational plans. | (10 marks) |
| b) | Identify types of plans. | (4 marks) |
| c) | Distinguish between a procedure and a policy. | (6 marks) |

QUESTION THREE (20 MARKS)

- a) Explain the primary bases for departmentalizing work of an organization. (10 marks)
- b) Explain five (5) disadvantages of a matrix structure. (10 marks)

QUESTION FOUR (20 MARKS)

- a) As a newly employed manager at Waterbucks Hotel, Samburu, you have been tasked to implement several changes. However, you realize that the staffs are not ready for any changes. Explain how you would overcome this resistance to change. (10 marks)
- b) Distinguish between formal and informal organizations. (10 marks)

QUESTION FIVE (20 MARKS)

- a) Explain 5 guidelines to effective supervision. (10 marks)
- b) State 5 reasons why people fail in planning. (5 marks)
- c) Explain how managers can overcome barriers to planning. (5 marks)