



MURANG'A UNIVERSITY OF TECHNOLOGY

SCHOOL OF HOSPITALITY AND TOURISM MANAGEMENT

DEPARTMENT OF HOSPITALITY, TRAVEL & TOURISM MANAGEMENT

UNIVERSITY ORDINARY EXAMINATION

2021/2022 ACADEMIC YEAR

**THIRD YEAR FIRST SEMESTER EXAMINATION FOR DIPLOMA IN
HOSPITALITY MANAGEMENT**

DHM089-PRINCIPLES AND PRACTICES OF MANAGEMENT

DURATION: 2 HOURS

Instructions to candidates:

1. Answer question One and Any Other Two questions.
2. Mobile phones are not allowed in the examination room.
3. You are not allowed to write on this examination question paper.

SECTION A: ANSWER ALL QUESTIONS IN THIS SECTION

QUESTION ONE (30 MARKS)

- a) Explain five attributes of an effective manager. (5marks)
- b) Identify five essential features of management. (5marks)
- c) Outline five barriers of planning function. (5marks)
- d) State six requirements of a good food and beverage control system. (3marks)
- e) Explain six principles of directing that can be used by managers in the hospitality industry. (6marks)
- f) Outline three decisional roles played by managers according to Henry Mintzberg. (3marks)
- g) Identify three major causes of organisational conflicts in an organisation. (3marks)

SECTION B – ANSWER ANY TWO QUESTIONS IN THIS SECTION

QUESTION TWO (20 MARKS)

- a) Explain the effect of each of the following external environment factors on the management of a hotel:
 - i. Economic (2marks)
 - ii. Social-cultural (2marks)
 - iii. Technological (2marks)
 - iv. Political (2marks)
- b) Explain four reasons why a manager may be reluctant to delegate work in an organisation. (8marks)
- c) Highlight four principles of organisation. (4marks)

QUESTION THREE (20 MARKS)

- a) Describe the procedure that should be followed in the planning process. (10marks)
- b) Explain the source from which a manager may derive power over workers in the organisation. (10marks)

QUESTION FOUR (20 MARKS)

- a) Differentiate between the following leadership styles:
 - i. Democratic and autocratic leadership styles. (2marks)
 - ii. Benevolent and laissez-faire leadership styles. (2marks)
- b) Explain the situation under which a manager may use autocratic leadership style. (6marks)
- c) Explain the following principles of management as highlighted by Henry Fayol and give relevant examples in the hospitality industry:
 - i. Esprit de Corps (2marks)
 - ii. Unity of command. (2marks)
 - iii. Unity of direction. (2marks)
 - iv. Scalar chain (2marks)
 - v. Order. (2marks)