

200  
MAIN EXAMS



**MASINDE MULIRO UNIVERSITY OF  
SCIENCE AND TECHNOLOGY  
(MMUST)**

MAIN CAMPUS

**UNIVERSITY EXAMINATIONS  
2021/2022 ACADEMIC YEAR**

**FIRST YEAR, SECOND SEMESTER EXAMINATIONS  
FOR THE DEGREE  
OF**

**B.Sc. HOSPITALITY AND INSTITUTIONAL MANAGEMENT  
(MAIN EXAMINATION)**

**COURSE CODE: BHM 103**

**COURSE TITLE: PRINCIPLES OF MANAGEMENT**

**DATE: 27/04/2022**

**TIME: 8.00AM - 10.00AM**

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**INSTRUCTIONS TO CANDIDATES**

**Answer all questions in SECTION A and B**

**Answer two questions from section C.**

**MMUST observes ZERO tolerance to examination Cheating**

*This paper consists five printed Pages. Please Turn Over*

## MAIN EXAMS

### SECTION A: Answer all questions (10 MARKS)

- 1) Management can be **BEST** described as:
  - A. A staff who holds the senior most position in an organization
  - B. A central directing agency required for integrating the efforts of members of a group
  - C. A staff who holds the senior most position in an organization
  - D. All of the above
- 2) The following evidences of management existed in the ancient Egyptians **EXCEPT**:
  - A. Code of Hammurabi
  - B. Construction of pyramids
  - C. Well-organized systems of leadership
  - D. Farming on the Nile valley
- 3) Henri Fayol regarded elements of management as the managerial functions. Which of the following is a managerial function?
  - A. Serving
  - B. Controlling
  - C. Billing
  - D. None of the above
- 4) Which of the following schools of thought emerged from real life experience of managers?
  - A. Systems approach
  - B. Behavioral approach
  - C. Management science approach
  - D. Contingency approach
- 5) Staffing is the acquisition and the maintenance of human resource necessary for the organizational success. Which of the following is **NOT** an operative function of the personnel department?
  - A. Compensation
  - B. Development
  - C. Planning
  - D. Integration
- 6) \_\_\_\_\_ is an element of directing in management functions.
  - A. Remuneration
  - B. Leadership
  - C. Training
  - D. None of the above

## MAIN EXAMS

- 7) Which of the following are element(s) of the marketing mix in functional management in the Hospitality Industry?
- A. Promotion
  - B. Place
  - C. Product
  - D. All of the above
- 8) Which one of the following is **NOT** an advantage of internal sources of recruitment in staffing of a Hospitality entity?
- A. It increases morale in the organization especially for the person being promoted
  - B. It contributes to inbreeding in the organization
  - C. It's easier to assess employees because you know them
  - D. It's a form of rewarding good performance of work
- 9) In the organizing function of management, which source of power involves subordinate's compliance with rules, orders and instructions by the leader.
- A. Legitimate power
  - B. Coercive power
  - C. Reward power
  - D. Referent power
- 10) The following are managerial skills that managers should possess in order to perform their roles efficiently. Which one is **NOT**?
- A. Diagnostic skills
  - B. Interpersonal skills
  - C. Conceptual skills
  - D. None of the above

## MAIN EXAMS

### SECTION B: Answer all questions (30 MARKS)

- 11) Management has various salient features. Highlight **SIX** characteristics of management (6 Marks)
- 12). The management of Waka chain of fast foods are undergoing a training in Management by Objectives. Identify **THREE** advantages and **THREE** disadvantages of this system of management that they are likely to discuss. (6 Marks)
- 13)The salaries and remuneration committee (SRC) recently conducted a job analysis process for all civil servants.
- i. Elaborate on the term, 'Job analysis'. (2 Marks)
  - ii. Identify **FOUR** reasons why job analysis process is important. (4 Marks)
- 14)The Food and beverage manager has identified lack of motivation as the reason for a drastic drop in productivity among the food and beverage service staff.
- i. Explain to Food and Beverage Manager what is motivation. (2 Marks)
  - ii. Apply Hertzberg's two factor motivation theory in discussing with the manager on how he can best motivate his staff. (4 Marks)
- 15)Pinnacle Hotel has just completed renovation of their conference halls and the sales team is formulating an advertising strategy for the rooms.
- i. Explain **THREE** objectives of advertising (3 Marks)
  - ii. Outline **THREE** factors which will determine the sales team's choice of media in advertising (3 Marks)

## MAIN EXAMS

**SECTION C (30 MARKS):** Answer question 16 and any other one question.

- 16) The number of levels of management in an organization will depend on its size, technology and diversity in its range of production and services.
- i. List the **THREE** basic levels of management. (3 Marks)
  - ii. Discuss **THREE** functions that are expected to be performed by staff in each of the three levels of management in i. above. (9 Marks)
  - iii. Identify at least **TWO** staff who can be categorized under each of the three levels of management in i. above. (3 Marks)
- 17) The quality of services at Mlimani restaurant is very poor and the General manager has employed a Restaurant Supervisor to carry out coordination functions, in an effort to improve standards.
- i. Discuss **THREE** reasons why coordination is necessary. (3 Marks)
  - ii. Elaborate on **SIX** steps the Supervisor should apply in achieving effective coordination (12 Marks)
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- 18) The study of theories enables managers to avoid making mistakes of the past and compare the past and present in order to make rational decisions. Discuss the following theories of management highlighting **THREE** contributions and **THREE** limitations of each. (15 Marks)
- i. Systems approach
  - ii. Classical approach
  - iii. Human relations approach

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