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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2016/2017 ACADEMIC YEAR
DIPLOMA IN HOSPITALITY AND TOURISM MANAGEMENT**

DHT 005 - PRINCIPLES OF MANAGEMENT

Date: 10th August, 2016.

Time: 3.30pm – 5.30pm

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

- a) Leadership is not about pointing, commanding and forcing people to carry out tasks, it entails team work which makes the vision and organizational objectives achievable. Identify and explain the managerial skills that a manager should possess in order to successfully perform his duties. (10 Marks)
- b) Identify and explain sources of managerial power. (10 Marks)
- c) Decision making is the primary task of the management. Discuss this statement and explain the process of decision making. (10 Marks)

QUESTION TWO (20 MARKS)

- a) Henry Mintzberg (1973) classified managerial roles into three. Briefly describe the levels of management and its roles in an organization. (10 Marks)
- b) You can delegate authority but one can never delegate responsibility. For delegation you must pick the right task and the right person to achieve your purpose. Explain the barriers to effective delegation. (10 Marks)

QUESTION THREE (20 MARKS)

- a) Discuss the advantages and shortfalls of management by objectives (MBO). (10 Marks)
- b) A business leader has to keep their organization focused on the mission which can be tremendously challenging in today's competitive and ever changing business environment. Discuss the macro environment challenges affecting the organization. (10 Marks)

QUESTION FOUR (20 MARKS)

- a) F.W. Taylor is generally regarded as the father of scientific management. Discuss six (6) principles he developed. (10 Marks)
- b) Planning entails bringing the future into the present so that you can do something about it; it is the process of choosing amongst those many options. Discuss the importance of planning and the importance of planning in an organization. (10 Marks)

QUESTION FIVE (20 MARKS)

- a) Discuss the five principles of management according to Henry Fayol. (10 Marks)
- b) Identify and explain five internal environmental factors influencing the manager's decisions. (10 marks)