



**TECHNICAL UNIVERSITY OF MOMBASA**  
***Faculty of Business & Social Studies***  
DEPARTMENT OF HOSPITALITY & TOURISM

UNIVERSITY EXAMINATIONS FOR DEGREE IN  
BACHELOR OF SCIENCE AND TOURISM MANAGEMENT  
BACHELOR OF TECHNOLOGY IN HOTEL AND HOSPITALITY MANAGEMENT

**BMG 4101: PRINCIPLES AND PRACTICE OF MANAGEMENT I**

SPECIAL/SUPPLEMENTARY EXAMINATIONS

**SERIES: FEBRUARY 2015**

**TIME: 2 HOURS**

**INSTRUCTIONS:**

- Answer question **ONE (Compulsory)** in Section **A** and any other **TWO** questions in Section **B**.

*This paper consists of Two printed pages*

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**SECTION A (Compulsory)**

**QUESTION 1**

- a) Write brief notes on the essential skills of an effective manager. **(10 marks)**
- b) Outline **TEN** roles of a Manager as advanced by Henry Mintberg. **(10 marks)**
- c) Distinguish between the following concepts:
- i) Efficiency and effectiveness
  - ii) Strategic plan and tactical plans
  - iii) Scientific and administrative approach to management.
  - iv) Management and Administration
  - v) Planning and Controlling **(10 marks)**

**SECTION B** (Answer any **TWO** questions)

**QUESTION 2**

- a) Describe the main contribution of scientific management theory to the growth of management as a discipline and practice. **(10 marks)**
- b) What is the rationale for academic and practitioners interest in management theory? **(10 marks)**

**QUESTION 3**

- a) Discuss the rationale for planning with the context of a public sector organization in the tourism identity. **(10 marks)**
- b) Can over-emphasis on planning be counter productive? Discuss describing conditions for your view. **(10 marks)**

**QUESTION 4**

- a) Describe any **FIVE** sources of power in the context of a private sector tourism/hospitality organization. **(10 marks)**
- b) Outline the main traits and personal characteristics associated with effective leadership. **(10 marks)**

**QUESTION 5**

- a) Explain the trait model and leadership distinguishing it from the behavior model. **(10 marks)**
- b) Describe **THREE** situational characteristics of the contingent environment in which managers operate and provide leadership. **(6 marks)**
- c) Distinguish between transactional and transformational leadership. **(4 marks)**