



TECHNICAL UNIVERSITY OF MOMBASA

School of Humanities and Social Sciences

Department of HOSPITALITY & Tourism MANAGEMENT

UNIVERSITY EXAMINATION FOR THE DEGREE OF:
BACHELOR OF SCIENCE IN HOSPITALITY MANAGEMENT (BTHM S24)
& BACHELOR OF SCIENCE IN TOURISM MANAGEMENT (BSTM S24)
BMG 4101: PRINCIPLES AND PRACTICES OF MANAGEMENT
SUPPLEMENTARY EXAMINATION

SERIES: JULY 2025

TIME: 2 HOURS

DATE: Pick Date JULY 2025

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of five questions. Attempt all of section A and any two questions in Section

BChoose instruction

Do not write on the question paper

SECTION A (Answer ALL questions)

[30 MARKS]

Question ONE

a) Expound on the following terms or phrases:

[14 marks]

- i. Manager
- ii. Spokesperson
- iii. Equi-finality
- iv. Nepotism
- v. Esprit de corps
- vi. Unity of command
- vii. Individual subordination

b) Describe the **five** basic types of power that can be used by a leader.

[10 marks]

- c) Management involves the efficient and effective use of resources. Distinguish between the terms 'efficiency' and 'effectiveness'. [6 marks]
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SECTION B (Answer ANY TWO questions)

[40 marks]

Question TWO

- a) Describe an 'organisational chart', giving **eight** facts that can be deciphered from a well-constructed chart. [10 marks]
- b) State any **ten** characteristics of management. [10 marks]

Question THREE

- a) Give details on the various levels of management in a large organisation. [12 marks]
- b) Elucidate on the **decisional roles of a manager** according to Mintzberg. [8 marks]

Question FOUR

- a) Define and outline the process of 'delegation of authority'. [10 marks]
- b) Illustrate **ten** sources of conflict between individuals or groups within an organisation. [10 marks]

Question FIVE

The concept of MBO is often seen to be a viable solution to management problems. Fully analyse the term 'MBO', and include the following:

- | | |
|-------------------------|-----------|
| i. Definition | [4 marks] |
| ii. How MBO works | [6 marks] |
| iii. Advantages of MBO | [6 marks] |
| iv. Limitations of MBO. | [4 marks] |