



THE MOMBASA POLYTECHNIC UNIVERSITY COLLEGE

(A Constituent College of JKUAT)

(A Centre of Excellence)

Faculty of Business & Social Studies

DEPARTMENT OF HOSPITALITY & TOURISM

UNIVERSITY EXAMINATION FOR:

BACHELOR OF SCIENCE IN TOURISM MANAGEMENT

BMG 4100: PRINCIPLES & PRACTICE OF MANAGEMENT

END OF SEMESTER EXAMINATION

SERIES: DECEMBER 2012

TIME ALLOWED: 2 HOURS

INSTRUCTIONS TO CANDIDATES:

This paper consists of **TWO** sections A & B

Answer **ALL** questions in section A and any other **TWO** from section B

This paper consists of **TWO** printed pages

SECTION A (Compulsory)

Question One

a) Explain the following concepts as applied in management:

- (i) Management
- (ii) Motivation
- (iii) Coercive power
- (iv) Leadership

(10 marks)

b) Discuss the importance of effective corporate leadership in private sector organizations.

(10 marks)

c) Distinguish between the following concepts as applied in organizational strategic management.

- (i) Top managers and Line Managers **(2 marks)**
- (ii) Centralization and Decentralization **(2 marks)**
- (iii) Specialization and Departmentalization **(2 marks)**

- (iv) Effectiveness and Efficiency (2 marks)
- (v) Planning and Control (2 marks)

SECTION B (Answer any TWO questions in this section)

Question Two

- a) Discuss the source of power exercised by managers in an organization. (10 marks)
- b) Write short notes on the generic steps of an effective organizational control process. (10 marks)

Question Three

- a) As a manager of a large bureaucracy in charge of providing community development services, discuss candidate strategies you will put in place to maintain efficiency while increasing organizational flexibility to take advantage of emerging opportunities and changes in your customer's demands. (10 marks)
- b) Contrast the values of formalization for management with its value for employees in a service organization. (10 marks)

Question Four

- a) You have recently been recruited as a strategic change manager in an established service private enterprise and have been tasked to introduce far reaching changes in the organizations service delivery system. Identify and discuss some of the obstacles you will anticipate in implementing such changes. (10 marks)
- b) What strategies will you propose to ensure successful implementation of desired changes to the organization's service delivery system? (10 marks)

Question Five

- a) Explain the strategic planning process outlining critical steps and outputs of the process. (10 marks)
- b) Discuss the benefits of strategic planning in the context of public organizations. (10 marks)

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