

L219

**MOI UNIVERSITY**  
**SCHOOL OF TOURISM, HOSPITALITY AND EVENTS MANAGEMENT**  
**DEPARTMENT OF HOTEL AND HOSPITALITY MANAGEMENT**  
**UNIVERSITY REGULAR EXAMINATIONS**  
**FIRST YEAR, SECOND SEMESTER - 2015/2016 ACADEMIC YEAR**  
**BHIM 112: PRINCIPLES AND PRACTICES OF MANAGEMENT**  
**TIME: 1 HOUR**

**ANSWER ANY FOUR QUESTION**

**QUESTION ONE** ✓

- ✓ a) Define management. (5 marks)
- b) Critically explain the functions of management. (20 marks) ✓

**QUESTION TWO** ✓

- a) Distinguish between Leadership and Management. (5 marks)
- b) Citing examples from an organization you are familiar with, discuss major factors that influence leadership effectiveness. (15 marks)
- c) Outline actions a manager can undertake in order to improve their leadership skills. (5 marks)

**QUESTION THREE** ✓

- a) Define "Decision making" (3 marks)
- b) Discuss the eight steps in the decision making process. (16 marks)
- c) Identify and discuss any THREE (3) decision making biases and errors. (6 marks)

**QUESTION FOUR**

- a) Define planning. (3 marks)
- b) Briefly discuss steps involved in strategic planning. (12 marks)
- c) Examine the merits and demerits of MBO (Management by Objective) (10 marks)

**QUESTION FIVE** ✓

- a) Distinguish between authority and power (4 marks)
- b) Examine the following bases of power:
- i) Legitimate Power - (3 marks)
  - ii) Referent Power (3 marks)
  - iii) Reward Power (3 marks)
  - iv) Coercive Power (3 marks)
- ii. Is management an art or a science? Discuss (8 marks)

**QUESTION SIX**

Discuss any five current trends and issues impacting on the role of managers in the Tourism industry. (25 marks)