



ZIMBABWE

MINISTRY OF HIGHER AND TERTIARY EDUCATION

**HIGHER EDUCATION EXAMINATIONS COUNCIL
(HEXCO)**

NATIONAL DIPLOMA

IN

**FOOD AND BEVERAGE MANAGEMENT / BAKERY STUDIES /
PROFESSIONAL COOKERY AND TOURISM AND HOSPITALITY**

SUBJECT: Principles of Management

PAPER NO: 534/S11

OCTOBER/NOVEMBER 2012 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

Answer any five (5) questions.

This paper consists of 2 printed pages.

PAPER NO: 534/S11 – PRINCIPLES OF MANAGEMENT

QUESTION 1 ✓

- ②
- a) Outline the major tenets of FW Taylor's theory of Scientific management. (10 marks)
- b) Explain the Hawthorne effect and justify why managers should understand it. (10 marks)

- more ju work & more
- economic animal
- money matter
- peace rates
- skilled 1930

QUESTION 2 ✓

- ③
- a) Explain the difference between a problem and an opportunity. (5 marks)
- b) Describe any three conditions under which managers make decisions. (15 marks)

QUESTION 3

- a) Define a budget. (4 marks)
- b) Describe the necessary steps in the formulation of a departmental budget. (16 marks)

QUESTION 4 ✓

- ④
- a) Examine the two major views of authority. (10 marks)
- b) Explain how each view would affect a manager's attitude and behaviour toward employees in hospitality firms. (10 marks)

QUESTION 5

- a) Describe the conditions in which a matrix organisation structure would be most suitable? (8 marks)
- b) Describe the three basic approaches to achieving effective co-ordination. (12 marks)

QUESTION 6 ✓

- ⑤
- a) Discuss any common motivational problems encountered in hospitality organisations. (10 marks)
- b) Suggest possible steps which hotel managers may take to alleviate the problems identified in 6(a). (10 marks)

per communication
delegation

QUESTION 7 ✓

① Discuss the four variables that comprise the indirect - action environment of hospitality organisations. (20 marks)

micro PESTIL

Pestil
Ecology

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Political

1. Govt intervention
2. civil wars
3. Policies
- 4.

Economic

1. Inflation
2. unemployment
3. Disposable income

Social

- HR increase
- Corruption
- criminals theft
-
- mitigation

Technological

- ecology
- enmt & organism
- bio diversity