



ZIMBABWE

**MINISTRY OF HIGHER AND TERTIARY EDUCATION,
INNOVATION, SCIENCE AND TECHNOLOGY
DEVELOPMENT**

**HIGHER EDUCATION EXAMINATIONS COUNCIL
(HEXCO)**

NATIONAL DIPLOMA

IN

**TOURISM AND HOSPITALITY MANAGEMENT, PROFESSIONAL COOKERY,
FOOD AND BEVERAGE MANAGEMENT AND BAKERY TECHNOLOGY
MANAGEMENT**

SUBJECT: Principles of Management

PAPER NO: 534/15/S11

DURATION: 3 Hours

MARCH/ APRIL 2024 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

1. Answer any five (5) questions
2. Start each question on a fresh page
3. Each question carry 20 marks

This paper consists of 3 printed pages.

PAPER NO: 534/15/S11 – PRINCIPLES OF MANAGEMENT

QUESTION 1

- a) Examine four (4) functions of management a hotel manager can apply. (10 marks)
- b) In five (5) ways, differentiate management from and leadership. (10 marks)

QUESTION 2

- a) Explain five (5) ways in which Max Weber's theory of bureaucratic management is relevant to the management of hospitality organisations. (10 marks)
- b) With the aid of examples, explain the following management concepts:
 - i) Job enlargement. (5 marks)
 - ii) Job rotation. (5 marks)

QUESTION 3

- a) Explain five (5) sources of power. (10 marks)
- b) Evaluate five (5) characteristics of a control system. (10 marks)

QUESTION 4

- a) Examine two (2) types of plans that a hospitality manager can use. (10 marks)
- b) In five (5) distinct ways, compare Alderfor's ERG theory to Maslow's hierarchy of needs theory. (10 marks)

QUESTION 5

- a) Examine five (5) advantages and five (5) disadvantages of a functional organisational structure. (10 marks)
- b) Analyse five (5) principles to effective delegation in an organisation. (10 marks)

PAPER NO: 534/15/S11 – PRINCIPLES OF MANAGEMENT

QUESTION 6

- a) Describe two (2) leadership styles a Lodge Manager can use. (10 marks)
- b) In five (5) ways, distinguish between operational plans and strategic plans. (10 marks)

QUESTION 7

- a) Define delegation and discuss any four (4) factors to consider when delegating tasks in hotel management. (10 marks)
- b) Explain how a SWOT analysis can help a hotel company identify its competitive advantage. (10 marks)

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