



# **MAASAI MARA UNIVERSITY**

**REGULAR UNIVERSITY EXAMINATIONS  
2018/2019 ACADEMIC YEAR  
THIRD YEAR FIRST SEMESTER**

**SCHOOL OF TOURISM AND NATURAL  
RESOURCE MANAGEMENT  
BACHELOR OF HOTELS AND HOSPITALITY  
MANAGEMENT**

**COURSE CODE: BHM 3108**

**COURSE TITLE: CRISIS MANAGEMENT**

**DATE: 5<sup>TH</sup> DECEMBER 2018**

**TIME: 0830-1030HRS**

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**INSTRUCTIONS TO CANDIDATES**

Answer **ALL** questions in section **A** and any other **THREE** in section **B**.

*This paper consists of 4 printed pages. Please turn over.*

## **SECTION A- 25 MARKS**

### **QUESTION ONE**

#### **MALL ATTACKERS ESCAPED, SAY US POLICE**

**By ANTONY KARANJA**

**DAILY NATION**

**THURSDAY DECEMBER 12 2013**

Only four men carried out the attack on Westgate Mall and they may all have escaped, says a report by the New York police. The report issued on Tuesday by the New York Police Department (NYPD) seems to contradict the account by Kenyan authorities. Kenyan officials had earlier said that about 15 people carried out the attack.

The report released to private security personnel in New York on Tuesday says all the four terrorists may have slipped out of the mall 12 hours after the start of the attack. "It is unknown if the terrorists were killed or escaped the mall," the report says. "A major contributing factor to this uncertainty was the failure to maintain a secure perimeter around the mall."

Contrary to Kenyan officials' statements during and following the attack, the New York police report says the terrorists did not hold hostages inside the mall, nor did they create a smokescreen by setting fire to mattresses.

Contacted yesterday, Inspector-General David Kimaiyo said: "In regard to the number of terrorists, that's nothing new. Our investigations revealed that they were four and we reported that to Parliament some time back. But I need to go through their report before I can make any other comment."

Security video recovered after the onslaught indicates that the shooters were not "interested in taking any hostages," according to the NYPD account. "They only appeared interested in killing a broad spectrum of people." The killers used AK-47 rifles. After exploding three grenades upon entering the mall, the killers used AK-47 rifles in single-fire mode to shoot their victims, according to the findings of an NYPD team sent to Nairobi as part of a US anti-terrorism task force that investigated the attack.

The report credits private security guards at the mall with helping many people reach safety. But it depicts a chaotic response on the part of Kenyan authorities. Security officers were slow to arrive at the scene, with the first tactical team reaching the mall about 90 minutes after the start of the attack at

about 12.15pm on September 21, the report says. The Kenyan tactical team did not actually enter the mall until 3pm, the NYPD adds.

The report states the first set of police officers inside Westgate did not have official markings, and were fired on by Kenyan soldiers. The officers also lacked basic equipment such as bulletproof vests, radios and handguns, the NYPD found.

Kenyan emergency responders “had no idea what the mall looked like internally,” and did not know how to access the mall’s closed-circuit television system, the assessment adds. The attackers disabled or tilted some of the system’s cameras to conceal their whereabouts. But footage seen by the NYPD investigators shows four gunmen gathered in a supermarket storage room where they apparently remained for six hours, praying and tending to one of their number who had been shot in the leg.

- a) From the above report, explain FOUR lapses in dealing with the Westgate Mall terror attack above. **(2marks)**
- b) At what stage of crisis management process does the above extract come and of what importance does it play in the cycle of crisis management? **(3marks)**
- c) Using the stages in crisis management process discuss the processes that would have helped in better response to the incidence above. **(8marks)**
- d)
  - i. Identify from the extract four crisis management teams named **(2marks)**
  - ii. Describe any other FIVE crisis management teams and the role they would have played in the above terror attack. **(5marks)**
- e) Identify and explain positive crisis situations in the tourism industry and their importance. **(3marks)**

**SECTION B- 45 MARKS**

**QUESTION TWO**

- a) Using examples where necessary, discuss four crisis management strategies tourism industry can adopt. **(10marks)**
- b) Explain any three early warning systems for tourism related crisis **(3marks)**
- c) Explain 2 benefits and their applications for the above. **(2marks)**

**QUESTION THREE**

- a) Discuss the role of media and communication in tourism crisis management situations. **(9marks)**
- b) Discuss the timing aspects as a dimension of crisis management instruments. **(6marks)**

**QUESTION FOUR**

- a) Discuss categories of Hazards/sources of risk common to Kenya and give relevant detailed example of each risk identified. **(15marks)**

**QUESTION FIVE**

- a) Using examples discuss the crisis management instruments that can be used by the tourism industry. **(15marks)**

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