



**NATIONAL OPEN UNIVERSITY OF NIGERIA**  
**University Village, Nnamdi Azikwe Express Way, Jabi, Abuja**  
**Faculty of Agricultural Sciences**  
**2020\_1 Examination**

**Programme: Hotel and Catering Management**

**COURSE TITLE: Strategic Management in Hospitality**

**COURSE CODE: HCM 441**

**Credit Unit: 2**

**Total Score: 70 Marks**

**Time Allowed: 2 Hours**

**Instructions: Attempt four (4) questions. Question1 carries 25 marks, while others 15 marks each**

- Q1a.** Carefully define the concept of strategic management 7 ½ mks
- b.** Strategic management process can be administered at THREE major levels. Identify and explain these three major levels? 9 ½ mks
- c.** Identify and discuss the TWO distinct phases of strategic management. 8 mks
- Q2a.** Mention and discuss the SIX primary services of the hospitality and tourism industry. 9 mks
- b.** The Hospitality and Tourism organizations have some unique characteristics. What are they? 6 mks
- Q3a.** With particular reference to the Hospitality and Tourism industry identify and Discuss the need for a mission statement of an organization. 10 mks
- b.** Briefly explain an organization's objectives. 5 mks
- Q4a.** Strategic Analysis is one of the major stages in the formulation of Tourism corporate strategy. Discuss 8 mks
- b.** what are the FIVE FORCES mode mostly used to analyse the competitive environment of an organization? 7 mks

**Q5a.** Write short notes on any 4 of the following economic variable as they affect tourism destinations and organization.

- i.** Customer expenditure
- ii.** Exchange rates
- iii.** Taxation
- iv.** Interest Rate
- v.** Inflation (2 ½ x 4 = 10 mks)

**b.** What is strategic choice? (5 mks)

**Q6a.** With particular reference to the Hospitality and Tourism industry, identify and Discuss the TWO environmental dimensions 8 mks

**b.** Corporate strategy is an overall approach which determines the success of several businesses. Discuss 7 mks