



FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF TOURISM STUDIES
SEPTEMBER 2020_1 EXAMINATION

Course Title: **Strategic Management in Hospitality and Tourism**

Course Code: **TSM 441**

Course Unit: **2**

Time Allowed: **2: 00hrs**

Instruction: Answer Question One (1) any three (3) Questions. (All questions carry equal marks)

Question One (1)

- (a) Define strategic management. **4.4 marks**
- (b) Explain the three major level of strategic management process. **12.5 marks**
- (c) Outline the description of Second and Third Schools of Strategic Management. **6.4 marks**

Question Two (2)

- (a) Mention the components of hospitality and tourism. **6.4 marks**
- (b) Explain inseparability and perishability characteristics of Hospitality and Tourism Organizations. **12.5 marks**
- (c) Outline the description of Fourth Schools of Strategic Management. **4.4 marks**

Question Three (3)

- (a) List areas where strategic management can help tourism and hospitality organizations. **12.5 marks**
- (b) List the characteristics of Buyers' Influence and Suppliers Influence. **6.4 marks**
- (c) Explain tangibility characteristics of Hospitality and Tourism Organizations. **4.4 marks**

Question 4

- (a) Mention the types of pressure large hospitality and tourism organization face in highly dynamic and competitive markets. **4.4 marks**
- (b) Outline the organization strategies to respond to pressure in (1a) above. **16.5 marks**
- (c) List the tests that can be applied to identify core competencies in a large hospitality and tourism organization. **2.4 marks**

Question Five (5)

- (a) Define management contract. **4.4 marks**
- (b) What are the barriers to strategy implementation? **14.5 marks**
- (c) Explain labour intensive characteristics of Hospitality and tourism organizations. **4.4 marks**