



**NATIONAL OPEN UNIVERSITY OF NIGERIA**  
**2017 SECOND SEMESTER EXAMINATION**  
**FACULTY OF SOCIAL SCIENCES**  
**DEPARTMENT OF TOURISM STUDIES**

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

Course Code: **TSM 441**

Course Unit: 2

Time Allowed: 2: 30hrs

**Instruction: Any question 1 and any other 2 Questions**

Question 1a. Golden-view is an international Boutique hotel that is poised to enter the Nigerian hospitality market, with plan to be located in a highbrow district in Abuja. Preliminary market survey reveals an opportunity (a niche leisure market segment) for highly customized services, which are not currently provided in the existing hotel organizations in Abuja. As a Strategic Hospitality and Tourism Management student, you are required to state the following:

- i. The vision of Golden view Boutique hotel? **(3Marks)**
- ii. The mission statement of Golden view hotel? **(3Marks)**
- iii. The objectives of Golden view? **(4Marks)**

b. State the relationship between vision, mission statement and objectives of Golden-view Hotel? **(10 Marks).**

c. Model the strategic management framework for a named hospitality and tourism firm in your state **(10 Marks).**

Question 2a. Highlight the importance of strategic management in the hospitality and tourism industry? (10 Marks).

b. There is a consensus among Strategic Management scholars that organizational strategies and policies are environment-induced. As a CEO of a newly established hospitality organization in Nigeria, state reasons why you should be concerned with the business-environment correlation when formulating and implementing policies and strategies? (10 Marks).

Question 3a. Environmental scanning is very crucial in the strategic management process. State the difference between environmental analysis and environmental diagnosis in the strategic management process (10 Marks).

b. Justify the argument for the need for environmental analysis in the Tourism and Hospitality industry in Nigeria (10Marks).

Question 4a. It is too often assumed that the selection of a good strategy is the most important aspect of strategic management. However, logic suggests that even the best strategy is effective only if it is implemented properly. Given this backdrop, identify six major managerial responsibilities you should assume in implementing strategy in your tourism and hospitality business? (10Marks).

b. In what circumstances would you recommend a joint venture arrangement for an international hotel brand that wishes to in Nigeria? (5Marks).

c. Many schools of thought have emerged in the strategic management domain. As a scholar, identify notable schools of thought that apply to strategic management in hospitality and tourism? (5Marks).

Question 5a: Why is evaluation and control important step in the strategic management process? (10 Mark).

b. Highlight the steps involved in the control process? (10 Marks).