



**NATIONAL OPEN UNIVERSITY OF NIGERIA**  
**FACULTY OF SOCIAL SCIENCES**  
**DEPARTMENT OF TOURISM STUDIES**  
**2024\_2 EXAMINATION**

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

Course Code: **TSM 441**

Course Unit: **2**

Time Allowed: **2: 00hrs**

- Instruction: 1. Attempt question Number one (1) and any other two (2) questions.**  
**2. Question number 1 carries 30 marks, while the other questions carry 20 marks each**  
**3. Present all your points in a coherent and orderly manner**
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1(a) In strategy management, goals are linked to mission, objectives are linked to goals, strategies are linked to objectives, and tactics are linked to strategies; discuss

using a case study (^ **10marks**)

(b) Briefly explain how hospitality and tourism are interrelated and interdependent (**5marks**)

(c) Define the following terms (**15marks**)

1. Hospitality and tourism
2. Configuration
3. Transformation
4. Strategic choice

2(a) As a manager of an organization with huge competitors, you are expected to implement strategy that defends or extends your market position and add value to your organization bottom line in terms of return on investment; briefly evaluate the type of strategies to implement. (**10marks**)

(b) Enumerate 10 main barriers to strategy implementation and change (**10marks**)

3(a) Distinguish between Dynamics of Content, Context, Process, and Outcome (**10marks**)

(b) Evaluate how portfolio analysis differentiates businesses under large corporations. (**10marks**)

4(a) Briefly discuss the following (**16marks**)

1. Contingency approach
2. Configurationally approach
3. Complexity approach

(b) Itemize the strategic planning elements (**4marks**)