



**FACULTY OF SOCIAL SCIENCES  
DEPARTMENT OF TOURISM STUDIES  
NATIONAL OPEN UNIVERSITY OF NIGERIA  
University Village, Plot 91, Cadastral Zone, Nnamdi Azikiwe Express Way, Jabi Abuja  
2025\_2 EXAMINATIONS**

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Course Title: Strategic Management in Hospitality

Course Code: TSM 441

Course Unit: 2

Time Allowed: 2: 00hrs

**Instruction: Answer any three (3) questions (All questions carry equal marks)**

**Question One (1)**

(a) Define the term “strategic management” and state how its historical origin has been linked to the military. **(5marks)**

(b) Describe the history of strategic management in the 1950s, 1960s, and 1980s. **(6marks)**

(c) Briefly explain the three (3) categories of the schools of thought in strategic management.

**12.3marks**

**Question Two (2)**

(a) Define the term “Stakeholder” (2.3Marks)

(b) Explain the powers of Internal and External Stakeholders in an organization (5Marks)

(c) State any four (4) types of hospitality and tourism organizations in terms of their primary services. (6 Marks)

(d) Explain any five (5) characteristics of hospitality and tourism organizations. 10marks

**Question Three (3)**

(a) Explain the term “Strategic Analysis”. (2marks)

(b) State the five (5) forces in Porter’s (1980) model which can be used to analyze the competitive environment of organizations? (6.5 marks)

(c) State the five (5) main economic variables that can be analyzed in terms of demand, supply, and cost factors that affect the economic environment of tourism destinations (6.5marks)

(d) List and explain the two (2) ways through which the competitive environment of tourism and hospitality organizations or destinations may be analyzed. (8.3marks)

**Question Four (4)**

(a) Write short notes on any three (3) of these terms:

(i) The mission of an organization (2.5marks)

(ii) Strategic choice (2.5marks)

(iii) Strategic implementation(2.5marks)

(vi) Price-based strategy(2.5marks)

(v) Hybride Strategy(2.5marks)

(vi) Differentiation strategy(2.5marks)

(b) State the three (3) components of the internal environment of an organization 7.5marks

(c) Explain the two (2) main environmental dimensions in the hospitality and tourism contexts**6.3marks**