



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

DEPARTMENT OF HOSPITALITY & TOURISM MANAGEMENT

UNIVERSITY EXAMINATION FOR THE DEGREE OF:

BACHELOR OF SCIENCE IN TOURISM MANAGEMENT (BSTM S14)

BMG 4340: STRATEGIC MANAGEMENT IN TOURISM

END OF SEMESTER EXAMINATION

SERIES: DECEMBER 2016

TIME: 2 HOURS

DATE: Pick Date DECEMBER 2016

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt Choose instruction.

Do not write on the question paper.

SECTION A (Answer all the questions)

30 POINTS

QUESTION ONE

- Describe Mintzberg's 'five Ps' of strategy and show their applicability to travel and tourism firms (15 Marks)
- Discuss the unique characteristics/ features of tourism resources and show how they influence strategic management. (15 marks)

SECTION B (Answer only TWO questions)

QUESTION TWO

- "Tourism firms can benefit from cooperating with one another and enjoy success in an otherwise competitive business environment". Outline any four (4) cooperative strategic moves that you would recommend for a small and medium size enterprise in the tourism industry (10 marks)

- b). Explain critical success factors that precondition a local tourism firm success in competing in the globalised tourism industry (10 marks)

QUESTION THREE

- a) Discuss the potential benefits of macro environmental analysis in travel and tourism(10 marks)
- b) Explain the mechanisms of carrying out macro environmental analysis proposed by Ginter and Duncan.
(10 Marks)

QUESTION FOUR

- a) Describe the four (4) approaches to segment marketing in tourism (10 marks)
- b) Explain the bases for market segmentation in tourism (10 Marks)

QUESTION FIVE

- a) Describe the construction and application of Porter's five forces framework of competitive analysis
- b) With an example for each, explain the characteristics of resources that enable a tourism firm to sustain its competitive advantage as articulated in the resource-based theory (10 marks)