



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

DEPARTMENT OF HOSPITALITY & TOURISM MANAGEMENT

UNIVERSITY EXAMINATION FOR THE DEGREE OF:

BACHELOR OF TECHNOLOGY IN HOSPITALITY MANAGEMENT (BTHM S14)

BMG 4441: STRATEGIC MANAGEMENT IN HOSPITALITY

END OF SEMESTER EXAMINATION

SERIES: DECEMBER 2016

TIME:2HOURS

DATE:Pick DateDECEMBER 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. AttemptChoose instruction.

Do not write on the question paper.

SECTION A (Answer all the questions)

30 POINTS

QUESTION ONE

- with the aid of a diagram describe the strategic management process (20 marks)
- With use of suitable examples from the hospitality industry discuss the 5 Ps of strategy (10 marks);

SECTION B (Answer only TWO questions)

QUESTION TWO

- Explain Ginter and Duncan's mechanisms of carrying out macro-environmental analysis. (10 Marks)
- Describe the components of each of the four STEEP influences. (10 Marks)

QUESTION THREE

Product development has become an essential form of strategic development for many organizations. Discuss (20 marks)

QUESTION FOUR

- a. Describe and evaluate Porter's generic strategy framework; (10 marks)
- b. Outline Four (4) generic business level strategies available to executives of a hospitality firm operating in a mature destination such as Mombasa (8 marks)
- c. State two dimension that the manager can rely on in position his/her firm among the generic business level strategies (2 Marks)

QUESTION FIVE

There are a number of potential reasons for pursuing an external growth strategy

- a. Discuss the explanations and motivations for Mergers & Acquisitions (M&As)
- b. What factors enhance the success of Mergers & Acquisitions (M&As) (20 Marks)