



# 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)**

BMG 4441: STRATEGIC MANAGEMENT IN TOURISM  
SPECIAL/SUPPLEMENTARY EXAMINATION

**SERIES: SEPTEMBER 2017**

**TIME: 2 HOURS**

**DATE: Pick Date SEPTEMBER 2017**

## **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**

Make a comparison of strategic, tactical and operational decisions (15 Marks)

Describe Mintzberg's 'five Ps' of strategy (15 Marks)

## **SECTION B (Answer only TWO questions)**

### **QUESTION TWO**

a). Based on the diamond model explain critical factors that precondition a local tourism firm success in competing in the globalised tourism industry (10 marks)

b). Explain the basic strategic options available for an international tourist hospitality organization seeking to enter and establish its presence in a new country (10 marks)

### **QUESTION THREE**

Describe the travel and tourism macro-environment (10 marks)

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

explain the limitations of Porter's five forces framework; (10 marks)

b) Describe how competitive analysis can be used for a nation or region ; (10 marks)