



TECHNICAL UNIVERSITY OF MOMBASA

Faculty of Business & Social Studies

DEPARTMENT OF HOSPITALITY & TOURISM

UNIVERSITY EXAMINATIONS FOR DEGREE IN
BACHELOR OF SCIENCE IN TOURISM MANAGEMENT

BMG 4340: STRATEGIC MANAGEMENT FOR TOURISM

END OF SEMESTER EXAMINATIONS

SERIES: APRIL 2014

TIME: 2 HOURS

INSTRUCTIONS:

- Answer question **ONE (Compulsory)** in Section **A** and any other **TWO** questions in Section **B**.

This paper consists of Two printed pages

SECTION A (Compulsory)

QUESTION 1

- a) Explain the following concepts: (10 marks)
 - i) Strategic management.
 - ii) Environmental scanning
 - iii) Competitive advantage
 - iv) SWOT analysis.
 - v) Strategic leadership.

- b) Write brief notes on the subcategories of the external-environment in the context of the hospitality and tourism industry. (10 marks)

- c) As a newly appointed County Executive in charge of your County's Tourism, explain **TEN** core indicators that you would use in evaluating your country's tourism industry competitive advantage. **(10 marks)**

SECTION B (Answer any TWO questions)

QUESTION 2

A hotel group recruits a successful senior executive from a manufacturing company to turn around the hotel group with a three year mandate.

- a) Discuss what types of challenges this new executive may face in this new position. **(10 marks)**
- b) Discuss the types of skills and competence this executive may need in this new position. **(10 marks)**

QUESTION 3

- a) Write brief notes on the following unique characteristics of hospitality and tourism that distinguish it from traditional manufacturing industry:
- i) Inseparability
 - ii) Simultaneity
 - iii) Tangibility
 - iv) Heterogeneity
 - v) Labour intensive
- (10 marks)**
- b) Assuming you are a Chief Executive Officer (C.E.O) in a nation-wide tourism destination marketing organization, identify any **FIVE** major stakeholders that would influence your organization and explain how you would consider them in charting your organization's corporate strategy. **(10 marks)**

QUESTION 4

- a) Explain the major factors in an organization's internal environment that have influence on its functioning. **(10 marks)**
- b) Analyse the implications of a centralized organizational structure for a tourism organization operating internationally. **(10 marks)**

QUESTION 5

- a) What are the main criticism against the planning school of thought in strategy formation and implementation. **(10 marks)**
- b) How can an international hotel group develop and implement successful strategies for its operations in Africa. **(10 marks)**