



# 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**

SUPPLEMENTARY/SPECIAL EXAMINATIONS

**SERIES:** JULY 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***

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### SECTION A (Compulsory)

#### QUESTION 1

- Explain the benefits a public sector tourism organization stands to gain by adopting strategic management in its functions. **(10 marks)**
- Explain possible reason for inertia by tourism private sector organization in adopting strategic management as a practice. **(10 marks)**
- Outline the similarities and differences between business and military strategy. **(6 marks)**

- d) Distinguish between the corporate/enterprise and functional level of strategic management. **(4 marks)**

**SECTION B (Answer any TWO questions)**

**QUESTION 2**

Write briefly notes on the schools of thought on strategic management. **(20 marks)**

**QUESTION 3**

- a) Outline areas where tourism industry characteristics impact on strategic management of tourism firms. **(10 marks)**
- b) Explain challenges that a large national tourism organization would encounter in analyzing its external environment. **(10 marks)**

**QUESTION 4**

- a) Write brief notes on the types of organizational structure that can be seen in hospitality and tourism organizations. **(10 marks)**
- b) How would you as a co-operate leader influence the process of formulation and implementation of co-operate strategy in a tourism organization. **(10 marks)**

**QUESTION 5**

- a) Explain the difference between a firm's competitive advantage and sustainable competitive advantage. **(10 marks)**
- b) Explain the industry life cycle in the context of hospitality and tourism. **(2 marks)**
- c) Describe market conditions that prevail at the various stages of the industry life cycle. **(8 marks)**