



**UNIVERSITY EXAMINATION FOR THE DEGREE OF:
BACHELOR OF SCIENCE IN TOURISM MANAGEMENT**

**HHT 4302: STRATEGIC MANAGEMENT IN TOURISM
END OF SEMESTER EXAMINATION**

SERIES: DECEMBER 2024

TIME: 2HOURS

DATE: Pick Date Dec2024

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 question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

SECTION A (Answer all the questions)

30 Marks

QUESTION ONE

Distinguish the following generic strategies and highlight their advantages

- | | |
|-----------------------------|----------|
| a) Cost leadership strategy | 10 marks |
| b) Differentiation strategy | 10 marks |
| C) Focus strategy | 10 marks |

SECTION B : Answer any Two questions

QUESTION TWO

Giving examples from industry, discuss the 'value chain analysis' proposed by Porter (1985).

(20 marks)

QUESTION THREE

- a) With examples, distinguish between strategic, tactical and operational decisions (10 Marks)

- b) Describe Mintzberg's 'five Ps' of strategy (10 Marks)

QUESTION FOUR

- a) Outline five ratios that are used to carry out financial analysis in organizations (10 marks)
- b) Discuss the importance of foreign exchange risk analysis for Tourism businesses (10 marks)

QUESTION FIVE

Describe the following growth strategies and outline the pros and cons of using each one of them

- A) Mergers and Acquisitions
- B) Strategic Alliances