



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 HOTEL AND HOSPITALITY MANAGEMENT (BTHMA21)

BMG 4440: STRATEGIC MANAGEMENT IN HOSPITALITY

END OF SEMESTER EXAMINATION

SERIES: APRIL 2025

TIME: 2 HOURS

DATE: Pick Date Apr 2025

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 POINTS

QUESTION ONE

Describe 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 only TWO questions)

QUESTION TWO

- | | |
|--|----------|
| a) Discuss the Three key areas of financial analysis | 15 MARKS |
| b) outline the main reasons for carrying out a detailed financial analysis | 5 marks |

QUESTION THREE

- a) Distinguish between the macro and micro environment of a tourism business (10 Marks)
- b) Describe the factors that influence these environments and highlight the importance of their analysis. (10 Marks)

QUESTION FOUR

- a) List and briefly describe **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 | 10MARKS |
| B) Strategic Alliances | 10MARKS |