



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: JULY 2025

TIME: 2 HOURS

DATE: Pick Date Jul 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

- a) Describe the five forces of competition 15 marks
- b) Describe their potential influence on competition in the tourism industry 15 marks

SECTION B (Answer only TWO questions)

QUESTION TWO

Describe the steps you follow for a successful strategy evaluation process. 20 marks

QUESTION THREE

The Resource-based theory contends that the possession of strategic resources provides an organization with an opportunity to develop competitive advantages. Discuss. 20marks

QUESTION FOUR

- a) Describe the contents of a typical Human Resource audit checklist 10 marks
- b) Outline the five R's used to take care of human resource gaps 10 marks

QUESTION FIVE

Discuss the forces at work in the macro environment that a manager needs to analyse before formulating strategy 20 marks