



MACHAKOS UNIVERSITY

University Examinations 2018/2019

SCHOOL OF HOSPITALITY AND TOURISM MANAGEMENT

DEPARTMENT OF HOSPITALITY MANAGEMENT

FOURTH YEAR SECOND SEMESTER EXAMINATION FOR

BACHELOR OF SCIENCE (HOSPITALITY AND TOURISM MANAGEMENT)

STH 405: STRATEGIC MANAGEMENT IN HOSPITALITY AND TOURISM

DATE: 29/4/2019

TIME: 11.00-1.00 PM

INSTRUCTIONS

Answer Question One and Any Other Two Questions

QUESTION ONE (30 MARKS)

- a) Differentiate between deliberate (prescriptive) and emergent strategy (2 marks)
- b) Differentiate between a mission and a vision statement (1 mark)
- c) Describe internal analysis (2 marks)
- d) List the components of internal analysis in strategic management (5 marks)
- e) Discuss the importance of internal analysis in strategic business management (4 marks)
- f) Highlight the principles of competitive success in Tourism, Hospitality and Event sectors (4 marks)
- g) Explain Mintzberg's Five Ps framework of strategy (5 marks)
- h) Using an illustration discuss levels of strategic decision-making (6 marks)
- i) Describe the sources of competitive advantage in strategic management (3 marks)

QUESTION TWO (20 MARKS)

- a) When presenting the SWOT table a number of rules should be followed. Describe these rules. (12 marks)
- b) Kay (1995) presents a slightly different explanation, arguing that competitive advantage is based upon what he terms *distinctive capability*. According to Kay, distinctive capability can develop from four sources. Discuss. (4 marks)
- c) Ginter and Duncan (1990) macro-environmental analysis involves four aspects. Explain these aspects. (4 marks)

QUESTION THREE (20 MARKS)

- a) Discuss the main issues addressed by corporate objectives (12 marks)
- b) There are two broad schools of thought on how businesses develop objectives. Discuss (8 marks)

QUESTION FOUR (20 MARKS)

- a) Yip argues that 'to achieve the benefits of globalization, the managers of a worldwide business need to recognise when industry conditions provide the opportunity to use global strategy levers'. Yip identifies four drivers, which determine the nature and extent of globalization in an industry. Discuss these drivers: (12 marks)
- b) Discuss FIVE challenges presented to Tourism Hospitality and Event managers in the use of resources (8)