



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF MANAGEMENT SCIENCES

DEPARTMENT OF HOSPITALITY AND TOURISM

QUALIFICATION: BACHELOR OF HOSPITALITY AND TOURISM MANAGEMENT (HONOURS)	
QUALIFICATION CODE: 08BHTH	LEVEL: 8
COURSE CODE: SMH810S	COURSE NAME: STRATEGIC MANAGEMENT IN HOSPITALITY AND TOURISM
SESSION: JUNE 2019	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

1ST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER	Dr F.G. Bello
MODERATOR:	Mrs Charity Chufama

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer all questions.2. Start each question on a new page3. Please ensure that you write your student number on the booklet and you sign the attendance (examination) register. <p>NB:</p> <ul style="list-style-type: none">• THE – Tourism, Hospitality and Events• Students are advised that it is in their own interest to write legibly

THIS QUESTION PAPER CONSISTS OF 2 PAGES (Including this page)

QUESTION ONE

Explain the following terms in *THE* contexts:

- a) Resource immobility 2 Marks
- b) Resource substitution 2 Marks

QUESTION TWO

6 Marks

Differentiate between corporate level strategy and business level strategy.

QUESTION THREE

10 Marks

Discuss the service quality 'gap' and how the four gaps might be addressed by *THE* organisations?

QUESTION FOUR

14 Marks

Distinguish between market development and product development citing examples you are familiar with from *THE*.

QUESTION FIVE

16 Marks

Explain the criteria that can be used to evaluate strategic options.

QUESTION SIX

25 Marks

Explain Porter's generic strategy framework and discuss its weaknesses as an analytical framework.

QUESTION SEVEN

25 Marks

Explain how Porter's five forces framework works as a tool of industry analysis

END OF QUESTION PAPER