



**PAMIBIA UNIVERSITY**  
OF SCIENCE AND TECHNOLOGY

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION**

**DEPARTMENT OF HOSPITALITY AND TOURISM**

<b>QUALIFICATION : BACHELOR OF HOSPITALITY AND TOURISM MANAGEMENT HONOURS</b>	
<b>QUALIFICATION CODE: 08BHTM</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: SMH810S</b>	<b>COURSE NAME: Strategic Management in Hospitality and Tourism</b>
<b>SESSION: JUNE 2024/ JULY 2024</b>	<b>PAPER: THEORY</b>
<b>DURATION: 2 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	Dr Simon Chiutsi
<b>MODERATOR:</b>	Dr Paschalia Muhoho-Mini

<p style="text-align: center;"><b>INSTRUCTIONS</b></p> <ol style="list-style-type: none"><li>1. Answer all the questions.</li><li>2. Each question carries 20 marks.</li><li>3. Marks for each question are indicated at the end of each question.</li><li>4. Reflective, clear, and critical responses will earn you marks.</li><li>5. Number the answers clearly.</li></ol>
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**THIS QUESTION PAPER CONSISTS OF 2 PAGES (Including this front page)**

**Question 1**

1.1 Explain the concept of competitive advantage and its importance in the hospitality and tourism industry.

**(10 marks)**

1.2 Discuss two strategies for achieving competitive advantage in the hospitality and tourism sectors. Provide examples of hotels or tourism enterprises that have successfully implemented each strategy.

**(10 marks)**

**Question 2**

Examine five (5) potential future developments within the hospitality and tourism sector and suggest appropriate management strategies to respond to these developments.

**(20 Marks)**

**Question 3**

Discuss five (5) major growth options for the Namibia hospitality and tourism industry. Provide examples.

**(20 Marks)**

**Question 4**

4.1 Define SWOT analysis and its purpose in strategic management.

**(10 marks)**

4.2 Conduct a SWOT analysis for a hotel and tourism chain of your choice. Provide two examples for each category (Strengths, Weaknesses, Opportunities, Threats) and explain your choices.

**(10 Marks)**

**Question 5**

Discuss five (5) major reasons for strategy failure in the Namibia hospitality and tourism business environment. Provide examples.

**(20 Marks)**

TOTAL MARKS: 100

!!!!!!!!!!!!!!GOODLUCK!!!!!!!!!!!!!!