



<b>QUALIFICATION:</b> Bachelor of Travel and Tourism Management	
<b>QUALIFICATION CODE:</b> 27BTM	<b>LEVEL:</b> 7
<b>COURSE:</b> Strategic Management for Hospitality and Tourism	<b>COURSE CODE:</b> SMH410S
<b>DATE:</b> June 2019	<b>SESSION:</b> 1
<b>DURATION:</b> 2 Hours	<b>MARKS:</b> 100

**FIRST OPPORTUNITY EXAMINATION PAPER**

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**MODERATOR:** Ms. R. Gitau

**THIS EXAMINATION PAPER CONSISTS OF 3 PAGES  
(EXCLUDING THIS FRONT PAGE)**

**INSTRUCTIONS**

1. Answer **all questions**.
2. When writing take the following into account: The style should inform than impress, it should be formal, in third person, paragraphs set out according to ideas or issues and the paragraphs flowing in a logical order. Information provided should be brief and accurate.
3. Please, ensure that your writing is **legible, neat and presentable**.

**Question 1****[20]**

Explain your understanding around key strategic management principles, use practical examples to define the following terms:

- 1.1 Strategic Management (4)
- 1.2 Macro Environment (4)
- 1.3 Vision 2030 (4)
- 1.4 Product Life Cycle (4)
- 1.5 Cash Cows (4)

**Question 2****[12]**

- 2.1 There are three broad levels of strategic decisions (tactical, strategically and operational) within any organization. Elaborate on these three levels and include practical examples to illustrate your understanding of these levels of decision making within the organization.

**Question 3****[12]**

- 3.1 Internal analysis involves examination of internal processes and structures of the organization to identify its strengths and weaknesses. These include:

- Resource Analysis
- Human Resources
- Financial Analysis
- Intangible resources

Elaborate on these four areas of analysis with practical examples.

**Question 4****[16]**

4.1 Competitive analysis aims to establish the nature of competition in the industry and the competitive position of an organization in relation to its products and resource markets. A new business to the industry faces numerous threats that can prevent them from entering into a well-established market and or sector. Critically analyze this statement and discuss eight (8) barriers that new entrants can face when entering a market.

**Question 5****[12]**

5.1 Diversification involves offering a completely new product to new markets. The strategies of diversification include internal development of new products or markets, acquisition of a firm, alliance with a complementary company and other strategies. There are three (3) types of diversification methods an organization can look at implementing within the organisation. Discuss in detail these three methods.

**Question 6****[12]**

6.1 The Suitability, Feasibility and Acceptability (SFA) is a scheme that can be used to evaluate strategic options within an organization to ensure that the best option is selected by the organization. Discuss the SFA scheme and include practical examples to illustrate your understanding of the subject matter.

**Question 7**

**[16]**

7.1 The Boston Matrix is a well-known tool for the marketing manager. As a manager you would need to look at each individual product within your organization's portfolio and place them onto the matrix. Discuss this matrix in detail and include relevant examples to validate your answer.

**TOTAL = [100]**