



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF HOSPITALITY AND TOURISM

QUALIFICATION: BACHELOR OF HOSPITALITY AND TOURISM HONOURS	
QUALIFICATION CODE: 08BHTM	LEVEL: 8
COURSE CODE: SMH810S	COURSE NAME: STRATEGIC MANAGEMENT IN HOSPITALITY AND TOURISM
SESSION: JUNE 2025	PAPER: THEORY (PAPER 1)
DURATION: 2 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Dr. Ebson Ngondo
MODERATOR:	Dr. Paschalia Muhoho-Mini

INSTRUCTIONS	
<ol style="list-style-type: none">1. Answer ALL the questions.2. Read all the questions carefully before answering.3. Number the answers clearly	

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

Question 1 (20 Marks)

1.1 What is strategy and how does it differ from goals?

(5 Marks)

1.2 Examine the three (3) distinct levels of strategy in hospitality and tourism industry management. Provide examples.

(15 Marks)

Question 2 (20 Marks)

Porter (1980) identified three generic strategies that organisations could use to achieve competitive advantage. Namely, cost leadership, differentiation, and focus. Poon (1993) concludes that "Porter's generic strategies have little value in today's tourism industry.

Discuss the adapted strategies proposed by Poon (1993) to reflect the consumer view of things. Provide examples.

(20 Marks)

Question 3 (20 Marks)

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

(20 Marks)

Question 4 (20 Marks)

Namibia is a growing tourism destination, attracting travellers with its vast landscapes, wildlife, and adventure tourism experiences. However, the industry is influenced by multiple external factors, including government policies, economic fluctuations, cultural trends, and environmental sustainability concerns.

Conduct a detailed PESTEL analysis of the Namibian tourism and hospitality industry. Identify which factor has the most significant impact and justify your answer.

(20 Marks)

Question 5 (20 Marks)

5.1 Define the VRIO framework and explain its significance in strategic management within the Namibian hospitality and tourism industry.

(10 Marks)

5.2 Identify a Namibian tourism destination or hotel that lacks a sustainable competitive advantage. Using the VRIO framework, recommend strategies to improve its competitiveness.

(10 Marks)

TOTAL MARKS: 100

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