



**NATIONAL OPEN UNIVERSITY OF NIGERIA  
14-16 AHMADU BELLO WAY, VICTORIA ISLAND, LAGOS  
SCHOOL OF MANAGEMENT SCIENCES  
JANUARY/FEBRUARY 2013 EXAMINATION**

**COURSE CODE:** T S M 441      **CREDIT UNITS:** 2  
**COURSE TITLE:** STRATEGIC MANAGEMENT IN HOSPITALITY AND TOURISM  
**TIME ALLOWED:** 2 HOURS

**INSTRUCTIONS:** 1. Attempt question number one (1) and any other two (2).  
2. Question number 1 is compulsory and carries 30 marks while the other 2 questions carry 20 marks each.  
3. Present all your points in coherent and orderly manner.

**Question 1**

1(a) . Discuss with illustrative diagram the historical origins of strategic management.

1(b). Define the following terms

- Hospitality and tourism
- Configuration
- Transformation
- Strategic choice

1© identify the main characteristics of hospitality and Tourism organization .

(d). Itemize any ten areas where strategic management can be of advantages to tourism and hospitality organization .

**Question 2**

Explain with illustrative diagram how different types of environment have impact on the hospitality and tourism industry in the past ten decades of services.

**Question 3**

(a) Define the following terms

- i. Competitive strategy
- ii. Competitive advantage
- iii. coprate strategy
- iv. strategy alliance
- v. Joint venture

3b. Enumerate the generic level strategies

3c. Identify and explain the types of force model within hospitality and tourism industry as proposed by porter (1979)

**Question 4**

4.(a) Identify organizational functions in a dynamic Hospitality and Tourism environment .

4b. list and described the environmental characteristics as described by Gerloff et al (1991) .

**Question 5**

5(a). Distinguish between stakeholders and stakeholders analysis

**5(b). Briefly explain the following network levels strategies  
Strategic Alliances ,Franchising ,Management contracts and joint  
venture**

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