



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

Course Code: TSM 441.

Credit

Unit: 2.

Course Title: Strategic Management in Hospitality and Tourism

Time Allowed: 2 Hours.

Instructions: 1. Attempt Question 1 and any other two (2) Questions.

2. Question 1 is compulsory and carries 30 marks while the other 2 Questions carry 20 marks each.

1. (a) Discuss the four various schools of thoughts on strategic management.
(b) Explain the Importance of Novotel's Marketing Strategies.
2. (a) Write short notes on the following:
(i) Corporate strategy
(ii) Portfolio analysis
(iii) The core competence approach
(b) Identify and explain the characteristics of Hospitality and tourism organizations
3. (a) What are the areas where strategic management can help tourism and hospitality organizations.
(b) Discuss the Strategic analysis.
4. (a) The economic environment affects tourism destinations and organization both in terms of demand factors and especially in the case of organizations, in terms of supply and costs as well (Tribe, 1999). The main economic variable to be analyzed includes: Discuss.
(b) Explain the Strategic Fit and Strategic Intent
5. (a) Differentiate between the Economic and Socio-cultural Environment.
(b) Organizational functions influence an organization's ability to respond to the changes in the dynamic external

environment. They can be divided into four main areas:
Discuss.