



NATIONAL OPEN UNIVERSITY OF NIGERIA
University Village, Nnamdi Azikiwe Expressway, Plot 91, Cadastral Zone, Jabi, Abuja
Faculty of Agricultural Sciences, Dept. of Agricultural Economics and Extension,
2023_1 POP EXAMINATION²⁰¹

COURSE CODE: HCM 441
COURSE TITLE: Strategic Management in Hospitality
Credit Unit: 2
Total Score: 70 marks
INSTRUCTION: Answer compulsory question 1 (30 marks) and any two questions (20 marks each).
Time Allowed: 2 hours.

- 1a. What do you understand by business format franchising (5 marks).
 - b. State any five reasons why an operator might choose to enter into a management contract (5 marks)
 - c. Describe any 7 schools of thoughts on strategic management (14 marks)
 - d. State six (6) unique characteristics of Hospitality and tourism organizations as depicted in the service sector organizations. (6 marks)
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- 2a. State any ten (10) areas where strategic management can help tourism and hospitality organizations (10 marks)
 - b. Explain structural analysis in a competitive environment (5 marks)
 - c. Mention any five factors for effective strategy implementation (5 marks)
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- 3a. Explain the three general questions about stakeholders, when attempting to meet their needs (12 marks)
 - b. Explain management contract in international hotel business (4 marks)
 - c. Difference between contingency and configurational views of strategic management (4 marks)
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- 4a. Write short note on the following:
 - i. Environmental hostility (4 marks)
 - ii. Market hostility (4 marks)
 - iii. Environment turbulence. (4 marks)
 - b. List the three general questions about stakeholders, when attempting to meet their needs. (4 marks)
 - c. How does planning approach view strategy formation? (4 marks).