



**FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF TOURISM STUDIES
NATIONAL OPEN UNIVERSITY OF NIGERIA
University Village, Plot 91, Cadastral Zone, Nnamdi Azikiwe Express Way, Jabi Abuja
2025_2 EXAMINATIONS**

Course Title: Strategic Management in Hospitality

Course Code: TSM 441

Course Unit: 2

Time Allowed: 2: 00hrs

Instruction: Answer any three (3) questions (All questions carry equal marks)

Question One (1)

- (a) Define the term “strategic management” and state how its historical origin has been linked to the military. **(5marks)**
- (b) Describe the history of strategic management in the 1950s, 1960s, and 1980s. **(6marks)**
- (c) Briefly explain the three (3) categories of the schools of thought in strategic management. **12.3marks**

Question Two (2)

- (a) Define the term “Stakeholder” (2.3Marks)
- (b) Explain the powers of Internal and External Stakeholders in an organization (5Marks)
- (c) State any four (4) types of hospitality and tourism organizations in terms of their primary services. (6 Marks)
- (d) Explain any five (5) characteristics of hospitality and tourism organizations. 10marks

Question Three (3)

- (a) Explain the term “Strategic Analysis”. (2marks)
- (b) State the five (5) forces in Porter’s (1980) model which can be used to analyze the competitive environment of organizations? (6.5 marks)
- (c) State the five (5) main economic variables that can be analyzed in terms of demand, supply, and cost factors that affect the economic environment of tourism destinations (6.5marks)
- (d) List and explain the two (2) ways through which the competitive environment of tourism and hospitality organizations or destinations may be analyzed. (8.3marks)

Question Four (4)

- (a) Write short notes on any three (3) of these terms:

- (i) The mission of an organization (2.5marks)
- (ii) Strategic choice (2.5marks)
- (iii) Strategic implementation (2.5marks)
- (vi) Price-based strategy (2.5marks)
- (v) Hybride Strategy (2.5marks)
- (vi) Differentiation strategy (2.5marks)
- (b) State the three (3) components of the internal environment of an organization 7.5marks

- (c) Explain the two (2) main environmental dimensions in the hospitality and tourism contexts **6.3marks**