



**MURANG'A UNIVERSITY OF TECHNOLOGY**  
**SCHOOL OF HOSPITALITY AND TOURISM MANAGEMENT**

DEPARTMENT OF HOSPITALITY TRAVEL AND TOURISM

UNIVERSITY ORDINARY EXAMINATION

2023/2024 ACADEMIC YEAR

**FIRST YEAR SECOND SEMESTER EXAMINATION FOR MASTER OF  
SCIENCE IN HOSPITALITY MANAGEMENT**

MTH 515 – STRATEGIC MANAGEMENT

DURATION: 3 HOURS

**INSTRUCTIONS TO CANDIDATES:**

1. Answer any FOUR questions.
2. Mobile phones are not allowed in the examination room.
3. You are not allowed to write on this examination question paper.

### **QUESTION ONE (25 MARKS)**

As the CEO of ABN hotels, demonstrate how you will undertake an internal environment analysis clearly showing the key factors to consider. NOTE; You must use SWOT analysis. (25 marks)

### **QUESTION TWO (25 MARKS)**

- a) In your work as the manager for a hotel in Murang'a county, elaborate on the process you will apply to undertake competitor analysis. (20 marks)
- b) Highlight five benefits of competitors to your hotel. (5 marks)

### **QUESTION THREE (25 MARKS)**

- a) Describe the external environmental factors that are influencing Kenya's tourism industry today. (15 marks)
- b) As the manager of an airline company, demonstrate how you would apply the Michael Porter's five forces model to understand the industry competitive dynamics. (10 marks)

### **QUESTION FOUR (25 MARKS)**

Elaborate on how you can achieve the following corporate strategies in a hospitality company

- a) Market development (5 marks)
- b) Horizontal integration (5 marks)
- c) Directicattion (5 marks)
- d) Turnaround strategy (5 marks)

### **QUESTION FIVE (25 MARKS)**

As the general manager in a hospitality and tourism company, explain the application of the following tools to guarantee effective strategy implementation.

- a) Communication strategy (5 marks)
- b) Organizational restructuring (5 marks)
- c) Organizational policies (5 marks)
- d) Matching organizational culture to strategy. (5 marks)
- e) Reward or motivational system (5 marks)