



MAASAI MARA UNIVERSITY

**REGULAR UNIVERSITY EXAMINATIONS 2023/2024
ACADEMIC YEAR**

FOURTH YEAR SECOND SEMESTER

**SCHOOL OF TOURISM AND HOSPITALITY
BACHELOR OF HOTELS AND HOSPITALITY
MANAGEMENT**

COURSE CODE: HHM 4247-1

COURSE TITLE: STRATEGIC MANAGEMENT

DATE: 22/4/24

TIME: 1100-1300HRS

INSTRUCTIONS TO CANDIDATES

Answer **ALL** questions in section **A** and any other **TWO** in section **B**.

This paper consists of 3 printed pages. Please turn over

SECTION A: COMPULSORY (20 MARKS)

QUESTION ONE

- a) Define what objectives are and explain why objectives are supposed to be S-M-A-R-T **(5 marks)**
- b) Establishment of strategic intent is a first step in the strategic management Process. It involves the hierarchy of objectives that an organization sets for itself. What entails the establishment of strategic intent **(5 marks).**
- c) A good strategy must have five important components. Identify the components. **(5 marks)**
- d) Using Maasai Mara University as an example, differentiate the difference between a vision and a mission. **(5 Marks)**

SECTION B: ANSWER ANY TWO QUESTIONS (30 MARKS)

QUESTION TWO

Internal environmental factors are those, which reside within company premises and are easily adjustable and controllable. The company as per its necessity & requirements molds it and takes appropriate support from these factors so that business activity can run safely & smoothly. Elaborate the seven environmental factors that constitute the internal environment.

(15 Marks)

QUESTION THREE

Strategic Business Unit (SBU) strategy was developed by General Electric Company of USA, to manage its multi-product business. It is used by multi-product or multi-geographic area companies to manage effectively each of the products or a group of products for example a multi-product firm like Unilever Ltd. May adopt the concept of SBU. Separate SBUs may be created, each focusing on specific products like toiletries, beverages, ice creams, laundry products, cosmetics, and so on.

- a) Every SBU has four major aspects to manage its activities efficiently which are? **(4 Marks)**
- b) The company that adopts the business-level strategy has certain advantages. Identify six advantages of SBUs. **(6 Marks)**
- c) The business-level strategy has certain disadvantages. List the advantages and briefly explain. **(5 Marks)**

QUESTION FOUR

Strategic management is a dynamic process. It is a continual, evolving, iterative process. It means that it cannot be a rigid, stepwise collection of a few activities arranged in a sequential order rather it is a continually evolving mosaic of relevant activities. Managers perform these activities in any order contingent upon the situation they face at a particular time. This is to be done again & again over time as the situation demands. There are four major phases of the strategic management process. Describe them. **(15 marks)**

QUESTION FIVE

SWOT analysis is a technique that was credited by Albert Humphrey who led the research project at Stanford University in the 1960s and 1970s. It's a planning tool to understand a Project/Business. Used as a framework for organizing and using data and information gained from situation analysis of internal and external environment. Elaborate the components of SWOT analysis. **(15 Marks)**

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