



**FACULTY OF HOSPITALITY & TOURISM  
SCHOOL OF HOSPITALITY**

**FINAL EXAMINATION**

Student ID (in Figures) : 

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Student ID (in Words) : \_\_\_\_\_  
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Course Code & Name : **HOS3004 Strategic Hospitality Management**  
Trimester & Year : May-August 2019  
Lecturer/Examiner : Ms. Dewi Pratomo  
Duration : 3 Hours

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**INSTRUCTIONS TO CANDIDATES**

1. This question paper consists of 2 parts:  
PART A (60 marks) : FOUR (4) short answer questions. Answers are to be written in Answer Booklet provided.  
PART B (40 marks) : ONE (1) case study. Answers are to be written in the Answer Booklet provided.
2. Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
4. Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.

**WARNING:** The University Examination Board (UEB) of BERJAYA University College regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College.

**Total Number of pages = 5 (Including the cover page)**  
**: SHORT ANSWER QUESTIONS (60 MARKS)**

**PART A**

**INSTRUCTION(S)** : Answer all questions in this section. Write your answers in the Answer Booklet(s) provided.

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1. Based on the Strategic Management Process there are **FOUR (4)** steps to be taken before a strategy can be formulated.
  - a. Briefly explain the **FOUR (4)** steps to be taken before a strategy can be formulated. (8 marks)
  - b. Contrast the difference between Strategy Formulation and Strategy Implementation by using an example from the hospitality industry. (7 marks)
2. The ability of resources or capabilities to lead to a sustainable competitive advantage depends on the answers to the following six questions:
  - 1) Does the resource or capability have value in the market?
  - 2) Is the resource or capability unique?
  - 3) Is there a readily available substitute for the resource or capability?
  - 4) Do organisational systems exist that allow the realisation of potential?
  - 5) Is the organisation aware of and realising the advantage?
  - 6) Is the resource or capability difficult or costly to imitate?
  - a. Explain how the answers to EACH of the above SIX (6) questions can lead to a sustainable competitive advantage. (9 marks)
  - b. Identify the main resources and/or capabilities of Disney's Theme Parks and, by answering EACH of the above SIX (6) questions, discuss whether their competitive advantage is sustainable. (6 marks)
3. Competitive Dynamics are reflected by **THREE (3)** types of strategies:
  - i. Offensive strategies
  - ii. Defensive strategies
  - iii. Avoidance strategies
  - a. Describe each of these **THREE (3)** types of strategies. (6 marks)
  - b. Describe the following strategies and identify whether they are offensive, defensive, or avoidance strategies:
    - i. First Move Advantage
    - ii. Collaboration

iii. Barriers to Imitation

(9 marks)

4. The **FOUR (4)** main corporate-level strategies are:

1. Concentration
2. Vertical Integration
3. Related Diversification
4. Unrelated Diversification

a. Briefly explain the **FOUR (4)** corporate-level strategies mentioned above and give **TWO (2)** advantages and **TWO (2)** disadvantages of each corporate-level strategy.  
(12 marks)

b. Identify which of the **FOUR (4)** strategies each of the following companies is using:

- i. YTL Corporation
- ii. Malaysia Airlines
- iii. Subway

(3 marks)

**END OF PART A**