



SCHOOL OF HOSPITALITY

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Subject Code & Name : **BHM 3401 Strategic Hospitality Management**
Semester & Year : September - December 2016
Lecturer/Examiner : Ms. Dewi Pratomo
Duration : 3 Hours

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.**

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 of Hospitality 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 of Hospitality.

Total Number of pages = 2 (Including the cover page)

PART A : SHORT ANSWER QUESTIONS (60 MARKS)

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

1. Strategic Management consists of **FOUR (4)** elements:
 - i. Situation Analysis
 - ii. Strategic Direction
 - iii. Strategy Formulation
 - iv. Strategy Implementation
 - a. Discuss the effects of having to manage these **FOUR (4)** elements in an **international context** by using an International hotel chain (i.e. Hilton, Starwood) as an example. (10 marks)
 - b. Contrast the effects of having to manage these effects in an **international context** to having to use them in a **national context**. (5 marks)
2. Competitive Dynamics are reflected in **THREE (3)** types of strategies: Offensive strategies, Defensive strategies and Avoidance strategies. One of the Offensive strategies is the so-called "First-mover advantage" strategy which is intended to increase market share and diminish the ability of competitors to compete.
 - a. Analyse whether the First-Mover advantage strategy is used in today's **hotel industry**. (9 marks)
 - b. Discuss why Structural Inertia would be of particular concern to companies pursuing a First-mover advantage strategy. (6 marks)
3. There are different types of corporate strategy available such as Concentration and Diversification. Most hotel companies will either go for Concentration or Related Diversification. Some companies however have the hotel chain as part of a company that practices Unrelated Diversification. Discuss the main benefits and drawbacks of going for either Concentration or Unrelated Diversification by using Hilton (Concentration) and the Berjaya Cooperation, i.e. Berjaya Hotels (Unrelated Diversification) as an example. (15 marks)
4. Feedforward control systems help managers anticipate changes in the external and internal environments, based on analysis of inputs from stakeholders and the environment. Feedforward systems rely heavily on **Business Intelligence** and **Strategic Surveillance**. Discuss where feedforward control systems fit in the Strategic Management System for hotels and how they would influence the Strategic Management of a hotel going forward. (15 marks)

END OF PART A