



**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 : September-December 2018  
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 = 4 (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.

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1. To be successful over the longer term, companies need to pay attention to **FIVE (5)** Resource and Capability areas.
  - a. Identify and briefly discuss the **FIVE (5)** Resource and Capability areas. (15 marks)
  - b. Give an example of how **EACH** of the **FIVE (5)** Resource and Capability areas mentioned above could lead to a source of competitive advantage (5 marks)
2. Michael Porter identified **THREE (3)** generic business-level strategies
  - a. Identify and briefly explain the **THREE (3)** types of generic business-level strategies. (9 marks)
  - b. Identify and briefly discuss which of the **THREE (3)** generic business-level strategies each of the following companies is using:
    - i. Firefly Airlines
    - ii. Mandarin Oriental Hotel Group
    - iii. McDonalds (6 marks)
3. 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**