



**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 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)**

**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. 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 **Situation Analysis and Strategic Direction** 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. 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)
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. 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. (10 marks)

**END OF PART A**