



Strathmore
UNIVERSITY

SCHOOL OF TOURISM AND HOSPITALITY
MASTERS IN HOSPITALITY BUSINESS MANAGEMENT
END OF MODULE EXAMINATION
MHBM 8303: COMPETITIVE STRATEGIES FOR HOSPITALITY BUSINESS

DATE: Thursday 13th March 2025

TIME: 09:00 – 12:00 Hrs

INSTRUCTIONS:

1. This examination consists of **FIVE** questions
2. Answer a total of **THREE** questions - **Question ONE (Compulsory)** and **any other TWO** questions.
3. Do not write on the question paper.

Question One

30 Marks]

After your final exams, you and your friends gather for coffee and start discussing the possibility of launching a business. Answer the questions below.

- a) Differentiate between a **business philosophy** and a **mission statement**, explaining their respective roles in shaping an organization's strategic direction. (8 marks).
- b) Compare any **three types** of business philosophies, discussing how different each would influence the development of your business's purpose and direction. (10 marks)
- c) As you define your organization's core values, how would you ensure they are distinctive and meaningful, rather than generic values that are commonly found in other organizations? (12 marks).

Question Two

[20 Marks]

You have recently been appointed Head of Strategy at a hotel that was founded in 1960. The market is becoming increasingly competitive, with **new hotels** entering your space.

- a) Explain **three strategic approaches** you would implement to protect your hotel from **new competitors** while maintaining a competitive advantage. (10 marks)
- b) In addition to defensive strategies, discuss how you could use **partnerships** and **collaborations** to strengthen your market position (10 Marks)

Question Three

[20 Marks]

As a strategy consultant, a catering firm has engaged your services to help them establish an effective **monitoring and evaluation (M&E) framework** for their newly developed strategy.

- a) Outline a step-by-step approach to designing a robust Monitoring and Evaluation (M&E) system, ensuring alignment with strategic goals. (10 Marks)
- b) Discuss the key performance indicators (KPIs) that the catering firm should track to assess the success of their strategy. (10 Marks)

Question Four**[20 Marks]**

As an **employee** of Venus Hotel, you are required to develop your **Individual Strategic Performance Plan** as part of your overall performance objectives.

- a) Describe the key components of an **Individual Strategic Performance Plan** and explain how it aligns with an organization's broader strategic goals. (10 Marks)
- b) How would you integrate **continuous professional development (CPD)** into your **Individual Strategic Performance** to ensure long-term career growth and strategic impact within the hotel? (10 Marks)

Question Five**[20 Marks]**

You are the **CEO** of a successful five-star hotel that has enjoyed five consecutive years of profitability. The Board of Directors has requested that you propose **strategic expansion options** for the business.

- a) Prepare a report outlining the **four strategic expansion options**, analyzing their potential risks and benefits. (10 Marks)
- b) Propose alternatives to **funding** of the strategic expansion options. (10 Marks)

TOTAL = 70 MARKS;**WEIGHT = 50%**