



**FACULTY OF BUSINESS MANAGEMENT**  
**END OF SEMESTER EXAMINATIONS - APRIL 2025**

**PROGRAMME: BTHM**

**YEAR/SEM: YEAR 3/SEMESTER 2**

**COURSE CODE: BTHM 3211**

**NAME: STRATEGIC MANAGEMENT IN HOSPITALITY**

**DATE: 2025-04-22**

**TIME: 9:00AM-12:00PM**

**INSTRUCTIONS TO CANDIDATES:**

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

**DO NOT WRITE ANYTHING ON THE QUESTION PAPER**

## Section A Section. A is Compulsory

### Question 1:

#### Case study

Para Safari Lodge is one of the best tourism hotels in Uganda. The hotel is located at the heart of Murchison fall national park. Outside the national park there are several one star to three star hotels, botels and motels. Para safari lodge has an eye catching environment with soothing ecological scenery. It is a heaven on earth with fauna and flora exhibiting diversity in depth. Cabanas, executive suits, king and queen's bed is breath taking. The room rates is one of the most affordable in East Africa. The hotel has top chefs and it enjoys the dominant market fringe among tourism hotels. The hotel has gone through a myriad of environmental hostility, turbulence and uncertainty. Lord resistance rebellion, Ebola outbreak, COVID 19 pandemic added to environmental munificence. Recently, the hospitality industry received the cropping of magnificent hotel such as Marriot, Speke hotel, Mestil.

#### Required:

- a) Design a strategic plan for Para safari lodge (10 marks)
- b) Identify and assess the risks in the hotel using a probability/impact matrix (10 marks)
- c) Conduct a SWOT analysis on Para safari lodge (10 marks)
- d) Suggest strategies that would revamp and double cash inflow of Para safari lodge (10 marks)

## Section B Answer any THREE Questions

### Question 1:

- a) Discuss the key factors that play an important role in strategy formation process. (10 marks)
- b) Discuss the main barriers to strategy implementation and change according to Alexander, 1995, Kotter 1995, Okumus and Hemmington, 1998). (10 marks)

### Question 2:

- a) What is corporate strategy, and why do large Hospitality and Tourism corporations need corporate strategy. (10 marks)
- b) What is portfolio analysis? And present strategies you would adopt to restore a collapsing hotel. (10 marks)

### Question 3:

- a) What are the factors in an organization that have influence on and bearing on its functioning? (10 marks)
- b) How important are these factors for any Hospitality and Tourism organization? (10 marks)

### Question 4:

- a) Explain the difference between strategic analysis and strategic choice. (10 marks)
- b) Discuss the effects of strategic choice on the performance a hotel business (10 marks)

**Question 5:**

A new hotel business under brand name Marriot is soon opening up in Kampala on 3<sup>rd</sup> November 2025. Analyse the strategic fit of the hotel using the following models;

- i) SWOT
- ii) PESTLE
- iii) BCG
- iv) FIVE FORCES MODEL (20 marks)

**Question 6:**

- a) Why is it necessary to analyze the external environment? (10 marks)
- b) Describe the micro and macro environment of hotels and tourism sector in Uganda (10 marks)