FEEDBACK TUTORIAL LETTER

1st SEMESTER 2019

ASSIGNMENT 1

STRATEGIC MANAGEMENT FOR HOSPITALITY AND TOURISM
(SMH410S)
Dear Student,

I would like to take this opportunity to congratulate you on the completion and submission of your second assignment on Strategic Management for Hospitality and Tourism. I strongly believe that you have had a rewarding experience so far about this course.

This feedback tutorial letter provides me with the opportunity to dialogue with you and advise you on your performance on this first assignment. I hope this will reinforce your learning on what has been covered in this marked assignment while offering you constructive suggestions as you go towards the completion of this course. I therefore advise you to read and attempt to understand the content of this feedback tutorial letter. I have provided comments and hints on the expected quality of responses for each question.

General observations

There are several important points that you need to take into consideration such as:

- **Proper language usage**: there were several grammatical mistakes that I noted in your submissions. In some cases, some of you were using long and winding sentences which made it difficult for me to read and comprehend the gist of the matter. I encourage you to proofread your work and use short sentences.

- It is expected that any student on this level should be able to apply their theoretical knowledge gained from books to practical situations and not quote theory verbatim and expect to earn marks – but this still happens.
• Some students copied directly from other publications and made it their own work, this is not tolerated, and it is not acceptable.

• **Use of sources**: Where you cite any references, remember to acknowledge them very well in your list of bibliography. The Namibia University of Science and Technology makes use of the APA Style of referencing and this is highly recommended. Most of you neglected this component. Several instances were observed where in-text references lacked; instances of references mentioned in-text but not acknowledged in the bibliography were observed; Most of you did not make use of the APA style of referencing.

I cannot stress the importance of referencing enough, as in the academy referencing is a requirement that is non-negotiable. Referencing gives credit to authors who have been consulted, but it also keeps you safe from possible charges of plagiarism. A further reason for proper referencing is that it allows the reader of your work to find sources with minimum difficulty for verification or to follow leads. I will strongly recommend that you familiarize yourself with the APA referencing style, as many of you lost marks due to the non-compliance to this requirement.

Also direct copying from the internet was noted, clearly this is not allowed as it is the same as plagiarism and is a serious academic crime; it is not different from theft.

**Assignment one: Feedback**
**Question 1**

For the question, I have asked you to describe and evaluate Porter’s generic framework that organizations can use for a competitive advantage. I have also asked you to use relevant examples to explain this. Majority of you did very well in this question although a few left out examples, it is clear your understanding of this section is good. Below is a summary of this generic framework

![Porter's Generic Strategies](image)

**Porter's generic strategies** describe how a company pursues competitive advantage across its chosen market scope. There are three/four generic strategies, either lower cost, differentiated, or focus. A company chooses to pursue one of two types of competitive advantage, either via lower costs than its competition or by differentiating itself along dimensions valued by customers to command a higher price. A company also chooses one of two types of scope, either focus (offering its products to selected segments of the market) or industry-wide, offering its product across many market segments. The generic strategy reflects the choices made regarding both the type of competitive advantage and the scope. The concept was described by Michael Porter in 1980.

Unit 3 of the study guide also touches on Porter’s five forces that links in with his generic strategies of companies having a competitive advantage.

Well done for doing such a good job with this question.

**Question 2**
I asked you to define in your own words what strategy formation; - formulation and strategy implementation means. While some of you used text book definitions and did not reference which resulted in the objective of the question not being met. When I asked for your own words, I want to read what you understand by the concepts and not text book definitions. In brief, Strategy formation creates strategy, designing new businesses and organizations to carry out those businesses. Strategy formation creates a theory of business and its accompanying hypotheses. Strategy formation, or creation, is an aspect of strategic management. Strategy formulation is the process by which an organization chooses the most. appropriate courses of action to achieve its defined goals. This process is essential to an organization's success, because it provides a framework for the actions that will lead to the anticipated results. And lastly strategy implementation is the process that turns strategies and plans into actions to accomplish strategic objectives and goals. Implementing your strategic plan is as important, or even more important, than your strategy. 95% of the typical workforce doesn't understand their organization's strategy. Well done to those who did as asked you will see on your marks and by the comments that I have made in your assignment.

**Question 3**
I have asked you to identify and explain four themes of areas that are currently impacting upon the hospitality and tourism strategic management within organizations. The study guide in Unit 6 that deals with Contemporary Issues in the hospitality and tourism sector clearly explains what I wanted to read from this question. You could have also used examples to explain to you your understanding of this. Some students went beyond the scope of the study guide which I appreciated and have awarded marks as well. The factors that is currently affecting the industry are, globalization technology, sustainability and integration, if you these factors clearly explained you would have gotten the required marks.

**Question 4**
This was a very exciting question and it was a pity that some of you used companies outside Namibia to explain this question. I wanted to see and read about Namibian
companies in the hospitality and tourism industry on what their mission and objectives are. I posed this question to force you to research more about the various companies in the organization but as I said some of you used foreign organizations. This question was answered very well, you had to chose what type of objective (corporate, economic, growth or market share, social or competitive objectives) these organizations align to. Thus, it depended on the objectives of the chosen organization and what objectives you thought it was. I appreciate the effort and extra research that was done. The other observation is they style of referencing that was done in this question. I urged you to please read and acquit yourself with the APA style of referencing.

The above a mere guideline on the expected answers.
Thank you for those who have done tremendous effort in the completion of the second assignment.
I hope this feedback will assist you to identify your weak areas and work on them diligently while building on your strengths. I encourage you to take note of this advice as you prepare for the examination. Please note I do not provide scopes as the whole study guide is the scope If you have any queries do not hesitate to contact me.

I wish you the best of luck for the preparation for the examination and please contact me should you require any assistance!!!!!!!