



MAASAI MARA UNIVERSITY

**REGULAR UNIVERSITY EXAMINATIONS
2019/2020 ACADEMIC YEAR
THIRD YEAR FIRST SEMESTER**

**SCHOOL OF TOURISM, HOSPITALITY AND
LEISURE STUDIES
BACHELOR OF HOTELS AND HOSPITALITY
MANAGEMENT**

COURSE CODE: BHM 3108

COURSE TITLE: CRISIS MANAGEMENT

DATE: 2ND DECEMBER 2019

TIME: 8.30-10.30 AM

INSTRUCTIONS TO CANDIDATES

Answer **ALL** questions in section **A** and any other **TWO** in section **B**.

This paper consists of 3 printed pages. Please turn over.

SECTION A- 30 MARKS

DUSITD2 TERROR ATTACK

Kim Sengupta; Defence Editor Tuesday 15 January 2019 18:00

The DusitD2 hotel complex tends to have foreigners, including visitors from the West, staying there and the immediate concern was that the gunmen may try to take hostages.

There have been prolonged exchanges of fire outside the building with security forces amid reports of four gunmen, and at least one suicide bomber, in green “uniform type” clothing getting inside the building in the affluent Westlands area.

Joseph Boinnet, the Inspector General of the Kenyan National Police Service, said a number of the assailants may still be inside the complex and a special forces unit has been sent in after them. Police officers reported seeing dead bodies in restaurants and offices. Several dozen people, some injured, have been evacuated.

The security forces appeared to have moved relatively quickly following initial reports of gunfire in the afternoon. They had faced severe criticism over their slow reaction and other shortcomings during the Westgate assault and extensive training had taken place subsequently with western, including American and British, forces.

But questions will be asked about a lack of intelligence on the attack. Kenyan security officials said that the terrorism threat was under control.

QUESTION ONE

- a) Classify the above event according to crises typologies **(1 marks)**
- b) Do you think the attack was well handled? Justify your answer.
(2marks)
- c) Using examples from the extract above, identify any two crises of spheres and two levels of impact under each sphere. **(8marks)**
- d) Identify three stakeholders from the above passage and any other three not mentioned above. Support your answer with examples and roles they could have played in the crises. **(6marks)**
- e) Discuss FIVE roles played by the mass media in the above crisis..
(5marks)
- f) Advise the DusitD2 management what to consider when developing risk/crisis management plans for the future. **(8 marks)**

SECTION B-40 MARKS

QUESTION TWO

- a) With the aid of a diagram, Discuss tourism the risk management process. **(20 marks)**

QUESTION THREE

- a) Discuss FOUR crisis management strategies developed by the United Nations Disaster Relief Organization (UNDRO) and adopted for tourism destinations. **(16marks)**
- b) Explain generic planning as crisis planning and organisational measure for decision-makers. **(4marks)**

QUESTION FOUR

- a) Describe five aspects to consider when putting a communication strategy in place. **(10marks)**
- b) Explain any five aspects public relations office should adhere to when communicating from the front line giving examples of each. **(10marks)**

QUESTION FIVE

- a) Discuss FOUR crisis management marketing instruments an organisation can employ during a crisis. **(16marks)**
- b) Identify any two early warning systems that can be used before or during a crisis. **(4marks)**

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