1. ‘Emergent Strategy’ is
   a. The intended and chosen strategic direction of an organization
   b. The way a strategy may change and develop in response to external factors
   c. The final chosen strategy of an organization
   d. The short-term strategy of an organization

2. A mission statement:
   a. Succinctly describes the financial vision of an organization
   b. Succinctly describes the marketing mandate of an organization
   c. Succinctly describes the core mandate or core business of an organization
   d. Succinctly describes the production plan of an organization

3. A change in legislation is an:
   a. External factor of the macro-environment
   b. Internal factor of the macro-environment
   c. External factor of the micro-environment
   d. Internal factor of the micro-environment

4. The acronym SWOT stands for:
   a. Strengths, Weaknesses, Opportunities, Threats
   b. Strengths, Weaknesses, Outputs, Targets
   c. Solidarity, Willingness, Operations, Tests
   d. Solidarity, Willingness, Opportunities, Threats

5. Cost focus, cost leadership, differentiation focus and differentiation are elements of:
   a. The Ansoff Matrix
   b. Butler’s Tourist Area Lifecycle
   c. Porter’s Generic Competitive Strategies
   d. None of the above

6. Which model looks at new and existing markets, and new and existing products?
   a. Porter’s Generic Competitive Strategy
   b. The Ansoff Matrix
   c. Doxey’s Irridex
   d. Smith’s Product Development Strategy

7. The four components of the Ansoff Matrix are:
   a. Market orientation, product orientation, market development, product development
   b. Market orientation, product orientation, market penetration, product development
   c. Market penetration, market development, product penetration, product development
   d. Market penetration, market development, product development, diversification
Multiple Choice Questions

8. If a tour operator joins forces with a charter airline, a handling agency and a travel agency, they are:
   a. Horizontally integrated
   b. Vertically integrated
   c. Diversified
   d. A conglomerate

9. Medcof (1997) proposes the ‘Four Cs’ to show how a partnership of two or more businesses should work. These are:
   a. Capability, concern, customers, control
   b. Capability, compatibility, commitment, control
   c. Compatibility, customers, commitment, control
   d. Compatibility, concern, customers, commitment