

NATIONAL COUNCIL FOR HOTEL MANAGEMENT
AND CATERING TECHNOLOGY, NOIDA
ACADEMIC YEAR – 2013-2014

COURSE : 5th Semester of 3-year B.Sc. in H&HA
SUBJECT : Strategic Management
TIME ALLOWED : 02 Hours MAX. MARKS: 50

(Marks allotted to each question are given in brackets)

- Q.1. What do you understand by Mission Statement? Discuss the elements of a Mission Statement in brief. (10)
- Q.2. Explain the term Environment in relation to an organization. Also explain the factors of internal and external environment of an organization.
OR
What is SWOT analysis? Also discuss its usefulness in an organization. (10)
- Q.3. Write short notes (**any two**):
(a) Joint Venture (b) Stability Strategy
(c) Liquidation (d) Product Development (2x2 ½ =5)
- Q.4. Explain Boston Consulting Group (BCG) Matrix. (5)
- Q.5. What do you understand by corporate level strategies? Explain in brief difference between Expansion and Retrenchment strategy.
OR
Discuss McKinsey's 7S Framework. (5)
- Q.6. Discuss Integration Strategy. Also discuss in brief types of Integration Strategies.
OR
Explain SPACE Matrix. (5)
- Q.7. What do you understand by Diversification Strategy? Also sight difference between Concentric and Conglomerate (unrelated) diversification. (5)
- Q.8. What do you mean by Strategic Business Unit (SBU)?
OR
Sight the difference between Backward Integration and Forward Integration. (5)

NATIONAL COUNCIL FOR HOTEL MANAGEMENT
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ACADEMIC YEAR – 2014-2015

COURSE : 5th Semester of 3-year B.Sc. in H&HA
SUBJECT : Strategic Management
TIME ALLOWED : 02 Hours MAX. MARKS: 50

(Marks allotted to each question are given in brackets)

- Q.1. (a) Define Strategic Management.
(b) What are the salient features of a mission statement?
(5+5=10)
- Q.2. Write short notes on **any two**:
(a) Importance of objectives (b) SWOT analysis
(c) Leadership grid (d) Diversification
(2x5=10)
- Q.3. Discuss the concept of external environment with relevant examples.
OR
List and give a brief on the various approaches to developing strategies.
(5)
- Q.4. "The Seven-S frame work provides insight into an organisation's working and help in formulating plans for improvement". In the light of the statement, explain McKINSEY's framework with the help of a diagram.
(5)
- Q.5. Discuss Boston Consultancy Group (BCG) matrix of corporate portfolio analysis.
(5)
- Q.6. Throw light on Internal Factor Evaluation matrix (IFE matrix) displaying a table of strength and weaknesses of an individual hotel property.
OR
Draw a model for strategic review and evaluation.
(5)
- Q.7. How do policies play a vital role in the day-to-day operations of hotel industry?
OR
Describe **five** expansion strategies adopted by companies, listing an example for each.
(5)

Q.8. Match the following:

| | | |
|---|---|------------------------------|
| 1 | TVS and Suzuki companies club their efforts to develop a new bike. | Divestiture |
| 2 | Café coffee day adds new coffee flavours to its existing coffee technology products. | Backward Integration |
| 3 | Sky chef air caterers stop outsourcing of bakery products and start own bakery to meet their catering needs. | Joint Venture |
| 4 | Tata group steps into information technology, other than the existing businesses of hotel, watches, tea, steel etc. | Concentric Diversification |
| 5 | Reliance group winds up retail petrol pump business from its wide array of business portfolios. | Conglomerate Diversification |

(5)



NATIONAL COUNCIL FOR HOTEL MANAGEMENT
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ACADEMIC YEAR – 2015-2016

COURSE : 5th Semester of 3-year B.Sc. in H&HA
SUBJECT : Strategic Management
TIME ALLOWED : 02 Hours MAX. MARKS: 50

(Marks allotted to each question are given in brackets)

Q.1. Define Mission. Describe the components and importance of mission.

OR

Explain in detail about adaptive search and intuition search.

(2+4+4=10)

Q.2. What is the significance of expansion for an organization? Explain the various expansion strategies in detail.

(10)

Q.3. Write short notes on:

- (a) PLC (Product Life Cycle)
- (b) Retrenchment strategies

(2 ½ + 2 ½ =5)

Q.4. Explain BCG (Boston Consultancy Group) Matrix in detail with diagram.

OR

Describe Competitive Profile Matrix in detail giving example from hospitality industry.

(5)

Q.5. Differentiate between the following (**any two**):

- (a) Vision and Mission
- (b) Merger and Takeover
- (c) Autocratic and Democratic leadership
- (d) Concentric and Conglomerate Diversification

(2x2 ½=5)

Q.6. Discuss Mckinsey 7-S framework with the help of diagram and examples.

(5)

Q.7. Explain SWOT analysis with special emphasis on P.E.S.T. analysis.

(5)

Q.8. Give appropriate term for the following:

- (a) A plan which is open ended and long term in nature.
- (b) IFE stands for
- (c) A co-operation strategy where two or more firms join to form a new independent company.
- (d) Approach to strategy making where exploitation of opportunities and risk taking is involved.
- (e) A strategy where sale or liquidation of only a portion of business takes place.

(5x1=5)



IHM NOTES

NATIONAL COUNCIL FOR HOTEL MANAGEMENT
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ACADEMIC YEAR – 2016-2017

COURSE : 5th Semester of 3-year B.Sc. in H&HA
SUBJECT : Strategic Management
TIME ALLOWED : 02 Hours MAX. MARKS: 50

(Marks allotted to each question are given in brackets)

- Q.1. Explain the usefulness of SWOT Analysis in today's competitive scenario.
OR
Explain the dynamics of external environment (PESTLE ANALYSIS). (10)
- Q.2. Explain grand strategy matrix, a tool for situational analysis with a neat pictographic presentation.
OR
Discuss Boston consultancy Group (BCG) Matrix of corporate portfolio analysis with neat diagram. (10)
- Q.3. How do policies play a vital role in day-to-day operations of hospitality sector? (5)
- Q.4. List the elements of a well drafted mission statement and give a brief discussion. (5)
- Q.5. State the various approaches for developing strategies. (5)
- Q.6. With the help of a neat diagram, explain McKinsey's 7S framework in detail. (5)
- Q.7. With the help of appropriate examples, prepare short notes (**any five**):
(a) Conglomerate diversification (b) Forward integration
(c) Product development (d) Market penetration
(e) Joint venture (f) Liquidation
(g) Divestiture
(5x2=10)

NATIONAL COUNCIL FOR HOTEL MANAGEMENT
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ACADEMIC YEAR – 2017-2018

COURSE : 5th Semester of 3-year B.Sc. in H&HA
SUBJECT : Strategic Management
TIME ALLOWED : 02 Hours MAX. MARKS: 50

(Marks allotted to each question are given in brackets)

Q.1. "Volvo will lead the way to the future of mobility, enriching lives around the world with the safest and most responsible ways of moving people. Through our commitment to quality, constant innovation and respect for the planet, we aim to exceed expectations and be rewarded with a smile. We will meet our challenging goals by engaging the talent and passion of people, who believe there is always a better way".

In the light of this well drafted mission statement of Volvo Company, discuss the salient features of a good mission statement. (10)

Q.2. Discuss the benefits of SWOT Analysis for a hotel chain in today's hospitality environment.

OR

Explain the concept of external environment analysis (Pestle) with a few appropriate examples. (10)

Q.3. With the help of a pictographic presentation, explain BCG Matrix of corporate portfolio analysis. (5)

Q.4. With the help of a Grid, discuss the styles of leadership.

OR

Draw a model for strategic review and evaluation. (5)

Q.5. State and give a brief on the various approaches to developing strategies.

OR

With the help of a neat diagram, discuss McKinsey's 7 S framework. (5)

Q.6. How do policies play a vital role in day-to-day operations of hotel industry? (5)

Q.7. Differentiate between (any two):

- (a) Market development and market penetration
- (b) Concentric and conglomerate diversification
- (c) Objectives and goals

(2x 2 ½ =5)

Q.8. Write short notes with appropriate examples (any five):

- (a) Divestiture
- (b) Liquidation
- (c) Joint venture
- (d) Product development
- (e) Forward integration
- (f) Horizontal integration
- (g) Backward integration

(5x1=5)

