



V. M. SALGAOCAR INSTITUTE
of
INTERNATIONAL HOSPITALITY EDUCATION

Type: Semester End Assessment

Date: Friday, ^{18th February 2022}~~21st January 2022~~

Term: 8

Total Marks: 25

Time Duration: 2 Hrs

Course Name: Strategic Management

Course Code: IHCH117

Instructors: Ms. Supriyanka Govekar

This paper contains 01 page in addition to the cover page.

Name: _____ Student Number: _____ Class: _____

Marks Obtained: _____ Faculty Signature: _____ Invigilator Signature: _____

Main Answer sheet	Number of Supplements	Total number of Answer sheets
01		

- Carefully read each question at the outset of the paper. All queries must be addressed to the faculty within the first 10 minutes of the examination.
- Students are expected to maintain complete silence in the examination hall and avoid interacting or communicating with their peers.
- Students must enter the examination hall 10 minutes prior to the scheduled time of the examination.
- Students will carry only their essential Books, notes, pens, pencils, calculators and scales into the examination hall.
- Bags, eatables, drinks, etc. will not be allowed inside the hall with the exception of a bottle of water.
- Cell phones and beeping watches are prohibited in the examination hall. The usage of electronic data banks is prohibited.
- Students will answer the examination with only blue/ black ball point pens unless informed differently by faculty. Avoid usage of green or red ink pens on the answer sheet.
- Dictionaries will not be allowed into examination hall unless informed differently by faculty.
- Students will not be permitted to exit the examination hall 30 minutes prior to end time of an examination. A student leaving the room will have to return his/her paper to the faculty and the paper will be considered as completed.
- Students may be permitted to take a break under exceptional circumstances only if accompanied by an invigilator.



ANSWER ALL THREE QUESTIONS

Q.1. What external factors can affect the hotel's ability to compete? You must highlight any five and explain with examples. **(10 Marks)**

Q.2. Imagine you are in the top management of Kingfisher airlines, what measures would you come up with to implement retrenchment strategy (A retrenchment strategy is the process of aggressively cutting costs. This is usually done in the context of a turnaround whereby management takes drastic steps to prevent an organization from failing) without creating a lot of resentment and conflict with the employees and how would you try to reduce your overhead expenses? **(10 Marks)**

Q.3. Explain briefly any 5 potential reasons for strategic failure. You may cite examples of some of the well-known brands. **(05 Marks)**