



V. M. SALGAOCAR INSTITUTE
of
INTERNATIONAL HOSPITALITY EDUCATION

B.Sc. International Hospitality Management

Type: Semester End Assessment (SEA)

Date: 14/01/2026

Batch and Term: 2023 - 2026 and Term VIII

Total Marks: 25 Marks

Time Duration: 2 Hours

Course Name: Strategic Management

Course Code: IHCH117

Faculty: Dr. Lysette D'souza

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

Full Name of the Student: _____

Permanent Registration 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 should not interact or communicate with their peers.
- Students will carry only their essential stationery like pens, pencils, ruler and simple calculators 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, electronic data banks, scientific calculators and smart/beeping watches are prohibited in the examination hall.
- 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.



Answer all Questions

- Q.1. How can the Mission and Vision of a company be used as tools to communicate the organization's strategic direction to employees, stakeholders, and customers ? **(6 Marks)**
- Q.2. How do the bargaining powers of buyers and sellers influence pricing, service offerings, and competition within the hospitality industry, and what strategies can hospitality businesses implement to manage these forces effectively? **(6 Marks)**
- Q.3. How can the CAGE Framework (Cultural, Administrative, Geographic, and Economic distance) be applied to understand the challenges and opportunities for tourism and hospitality businesses expanding into international markets? **(6 Marks)**
- Q.4. Explain the three international strategies? Briefly explain how Diageo developed a safe, cheap beer to win over Kenyan market? **(7 Marks)**
