

NATIONAL COUNCIL FOR HOTEL MANAGEMENT  
AND CATERING TECHNOLOGY, NOIDA  
**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

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(Marks allotted to each question are given in brackets)

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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)

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