

CONCURRENT EVALUATION
MBA - SEMISTER IV
TOURISM & HOSPITALITY MANAGEMENT SPECIALISATION
STRATEGIC HOSPITALITY MANAGEMENT -412
Faculty Name: Prof. Dr. Manisha Jagtap

Important Instructions:

1. The subject is evaluated on the basis of the following component

Component No	Component	Marks	Submission Instructions	Submission Date
1	Home Written Assignments	50	Write on Assignment Sheets	20th August 2022
2	Creating a Quiz	50	Name your file as : SHM412T&HM < Student Full Name> File Format: MS Excel Send it on mailid: drmanishajagtapdimr@gmail.com	20th August 2022

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Component 1	Written Home Assignment	50	Write on Assignment Sheets
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1. Analyze the importance of travel motivations and explain how it effects on Travel Decisions in the COVID pandemic situation.
2. Design a strategy that can be followed to minimize the impact of Eco Tourism and explain in detail.
3. What is corporate strategy, and why do large Hospitality and Tourism corporations need corporate strategy. What is portfolio analysis, and how does it differentiate businesses under large corporation.
4. Differentiate between corporate level of strategy and business level strategy. Describe scenario based analysis and explain its applicability in the hospitality and tourism industry. Explain any five (5) different approaches to strategy.
5. Make an environmental analysis for Indian Tourism Industry at present. What are the challenges confronting hospitality and tourism organizations. Suggest ways by which tourism and hospitality organizations could sustain competitive advantage
6. You are the marketing executive in EXZ Company Ltd. Your company has decided to enter into international markets without any investments abroad. Discuss various modes of entry suitable in this regard and also explain their merits and limitations.
7. Review the term “Service Extraordinaire” and the customer service and strategy in Novotel. Discuss how Novotel can maintain its place and brand in the ever-changing hotel market explain the importance of Novotel’s marketing strategy
8. Explain the importance of ICT in the tourism industry. Discuss the relationship between ICT and Strategic management. Discuss the successes of ICT adoption in the airline sector of the hospitality and tourism industry
9. Why is effective strategy implementation necessary? What are the barriers to strategy formation and implementation? How can Hospitality and Tourism companies manage strategies implementations resistance?

10. Solve the Case Study

Scandinavian Airlines System: Meeting Customer Expectations Flying has gotten a lot lighter on the pocketbook than it used to be. In the last 20 years, airline ticket prices have dropped by as much as 60%, as have airline profits. With more airlines and service alternatives available to consumers than ever before, competition among carriers has become fierce and meeting customer expectations crucial. “Our goal is that 100 % of our customers must want to travel with SAS again”, says Jan



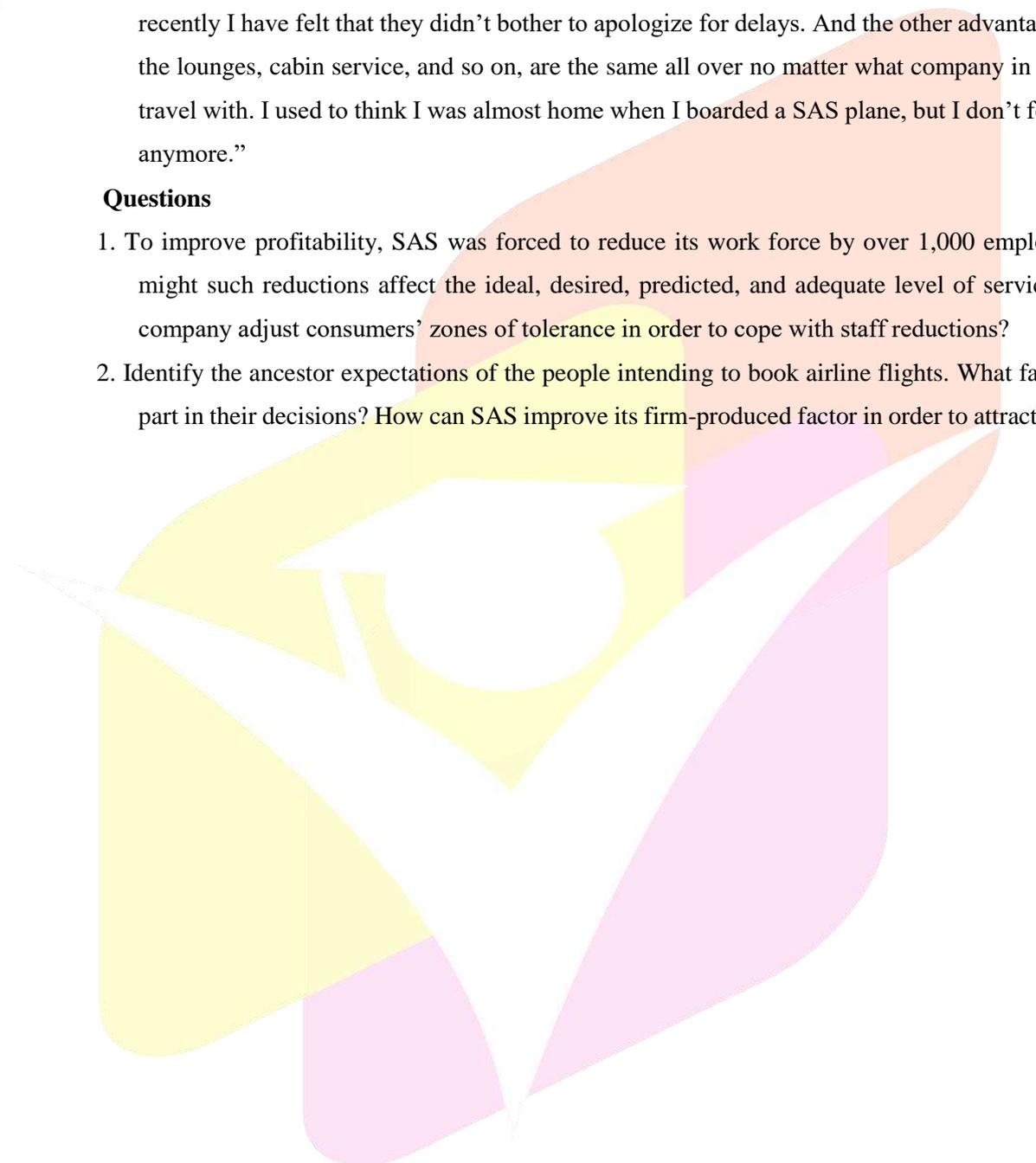
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Stenberg, president & CEO of Scandinavian airlines system. “Ninety-five percent of them do today, so there is some room for improvement” says Stenberg, confirming that customers’ past experiences are critical to his company. Scandinavian Airline System (SAS), the third largest carrier in Europe, is one of a number of airlines struggling to stay aloft. A deregulated European market, a recession, the hijacking and subsequent attack on the World Trade Center, and the fact that 7 of its 20 competitors are either government-owned or subsidized hasn’t made the last 20 years easy for the company. However, after suffering four consecutive years of operating losses, in 1994, SAS made a U turn, posting a profit. What created the winds of change for SAS? While some of its competitors slashed prices in order to fill seats, SAS took another approach. Instead of selling cheap seats, the company expanded a marketing strategy initiated in the mid -1980s: it became “The business traveler’s airline. “More recently SAS increased its number of flights and connections, offered free one –day stopovers in Copenhagen and Stockholm for business travelers wishing to sight see, and revamped its planes with ergonomically designed seats and in-cabin, wireless LAN access to the web and email services. Travelers can also check in for their flights at SAS-affiliated hotels or even from their car phones, eliminating pre-service waiting. SAS also boasts the best on-time flight record of any European airline, which is important to business people traveling on tight schedules. “Care is about how our products make people feel. It includes personal and professional service, friendly and respectful attention at every stage of the trip, and understanding of the customer’s situation and the willingness and ability to provide comfort and solve problems, “says Stenberg. Part of solving problems involves admitting flights can sometimes be delayed and assisting passengers affected by them. All passengers who are delayed more than four hours are given a “Customer message card” upon which they can fill in messages to be forwarded by phone or fax by SAS. The approach seems to be working. The company now transports more business class flyers than any of its European competitors. Lives as the sum total of our aircraft, our maintenance bases, our offices, and our administrative procedures. But if you ask our customers they won’t tell you about our planes, or our offices, or the way we finance our capital investments. Instead, they’ll talk about their experiences with the people at SAS, “ commented SAS’s former CEO, Jan Carlzon, who envisioned and implemented the expanded business-class services in the detailed his formula for SAS’s successes in the 1980s, Carlzon estimated that 10 million SAS customers every year came in contact with five SAS employees for 15 seconds per counter-amounting to what he called “50 million moments of truth,” SAS is not a collection of material assets but the quality of the contract between an individual customer and the SAS employees who serve the customer directly, ”he said. Still “Moments of truth” must be sustained from decade to decade and from CEO to CEO. Despite SAS’s best efforts on a continuing basis, it’s still possible to fall short. Said Helle Katholm, a public relations manager from Denmark: “I travel with SAS very often. SAS used to be better than other airlines. But several times

recently I have felt that they didn't bother to apologize for delays. And the other advantages, such as the lounges, cabin service, and so on, are the same all over no matter what company in Europe you travel with. I used to think I was almost home when I boarded a SAS plane, but I don't feel that way anymore."

Questions

1. To improve profitability, SAS was forced to reduce its work force by over 1,000 employees. How might such reductions affect the ideal, desired, predicted, and adequate level of service? Can the company adjust consumers' zones of tolerance in order to cope with staff reductions?
2. Identify the ancestor expectations of the people intending to book airline flights. What factors play a part in their decisions? How can SAS improve its firm-produced factor in order to attract customers?



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Component No	Create A Quiz	Submission Date :
2		20th August 2022

1. Students are required to create a quiz for all the **5 units** of **STRATEGIC HOSPITALITY MANAGEMENT -412**
2. For each unit students need to draft **10 Multiple choice questions**
3. Excel sheet has to be created with the columns shown below. One excel sheet for all **50 questions**.

Q. NO	Question Text	Option 1 (A)	Option 2 (B)	Option 3 (C)	Option 4 (D)	Answer Key	Unit No. & Topic Title	Name of the Source Book Referred & Page number	Other sources referred and link of the source

Submission Instructions:

- Name your file as : **SHM404T&HM < Student Full Name>**
- File Format: **MS Excel**

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