

**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

<b>Component No</b>	<b>Component</b>	<b>Marks</b>	<b>Submission Instructions</b>	<b>Submission Date</b>
<b>1</b>	<b>Home Written Assignments</b>	<b>50</b>	<b>Write on Assignment Sheets</b>	<b>5<sup>th</sup> March 2025</b>
<b>2</b>	<b>Field Visit</b>	<b>50</b>	<b>MS Word Document</b>	<b>10<sup>th</sup> March 2025</b>

<b>Component No</b>	<b>Home Written Assignments</b>	<b>Submission Date :</b>
<b>2</b>		<b>5<sup>th</sup> March 2025</b>

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 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?



**DIMR**

<b>Component No</b>	<b>Field Visit</b>	<b>Submission Date :</b>
<b>2</b>		<b>10<sup>th</sup> March 2025</b>

### **Exploring Strategic Hospitality Management Practices**

**Objective:** The objective of this fieldwork assignment is to provide students with practical insights into strategic hospitality management by visiting various hospitality organizations. Through direct observation and interaction with industry professionals, students will gain a deeper understanding of strategic decision-making processes and their application in real-world settings.

#### **Organizations to Visit:**

##### **1. Any Hotel of your Choice:**

###### **• Points to Record:**

- Strategic positioning and target market of the hotel.
- Use of technology for enhancing guest experience.
- Marketing strategies employed to attract high-end clientele.
- Employee training and development initiatives focused on delivering exceptional service.

##### **2. Casual Dining Restaurant Chain:**

- Example: Starbucks, McDonald's, Domino's Pizza

###### **• Points to Record:**

- Menu innovation and adaptation to changing consumer preferences.
- Operational efficiency and supply chain management practices.
- Customer engagement strategies, including loyalty programs or mobile ordering apps.
- Sustainability initiatives related to food sourcing and waste management.

##### **3. Boutique Resort:**

###### **• Points to Record:**

- Unique selling propositions and niche target market segments.
- Integration of wellness and eco-tourism concepts into the resort experience.
- Community engagement and local sourcing initiatives.
- Guest feedback mechanisms and continuous improvement processes.

**4. Event Management Company:**

**• Points to Record:**

- Strategic approach to event planning and execution.
- Collaboration with clients to understand their objectives and target audience.
- Use of technology for event promotion and ticketing.
- Risk management practices and contingency planning for unforeseen circumstances.

**Points to Record for Writing the Report:**

**1. Overview of the Organization(ALL FOUR):**

- Name, location, type of establishment (hotel, restaurant, resort, Event Company).
- Brief description of the organization's strategic positioning and target market.

**2. Strategic Management Practices:**

- Analysis of strategic direction, including mission, vision, and core values.
- Identification of competitive advantage and differentiation strategies.
- Assessment of strategic initiatives related to marketing, operations, and customer service.

**3. External and Internal Analysis:**

- Evaluation of the external environment, including market trends and competitive dynamics.
- Assessment of internal resources and capabilities contributing to the organization's success.

**4. Innovation and Entrepreneurship:**

- Examination of innovative practices or entrepreneurial initiatives implemented by the organization.
- Analysis of global strategies or market expansion efforts, if applicable.

**5. Challenges and Opportunities:**

- Identification of challenges faced by the organization in implementing strategic management practices.
- Exploration of opportunities for future growth and development.

**Report Structure:**

- **Introduction:** Brief overview of the fieldwork assignment and the organizations visited.
- **Organization Profiles:** Detailed descriptions of each organization visited.
- **Analysis:** Comparative analysis of strategic management practices observed.
- **Insights and Recommendations:** Key insights gained from the fieldwork and recommendations for improvement or innovation.
- **Conclusion:** Summary of findings and reflections on the significance of strategic hospitality management in the industry.

**Note:** Students should take photographs, collect brochures, and make notes during their visits to support their observations and analysis for the report. Ethical considerations regarding photography and data collection should be observed, and permission should be sought from the organizations visited.

**Submission Instructions:**

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

Send it on mailid: [drmanishajagtapdimr@gmail.com](mailto:drmanishajagtapdimr@gmail.com)

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