To assist the consulting firm, the brothers wrote down the major features of each incentive programme thus:

- Executives get one per cent of profits of each quarter.
- When the occupancy level reaches 95 per cent, hourly employees get a complementary lunch in the hotel.
- Housekeepers are paid the minimum wage plus Rs. 20 each for each cleaned room that meets the hotel’s ‘15-point checklist’.
- Reservations clerks are also paid the minimum wage but get Rs. 5 for each reservation they book.

Questions:

(a) What problems do you see with incentives for (i) executives (ii) hourly workers (iii) housekeepers and reservationists?

(b) If you were a member of the consulting team, what incentives would you recommend for each group?

MBA 10 R

Second Semester

General, Finance, Marketing, HRM, IB, RM, Tourism, OSCM, IM, HM

STRATEGIC MANAGEMENT

Time: Three hours
Maximum: 100 marks

SECTION A — (5 x 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. What are the uses of strategic planning?
2. Explain the elements of strategic management.
3. Discuss the essential characteristics of a mission statement.
4. Explain SWOT analysis.
5. Distinguish between merger and acquisition.
6. Why are personal factors important in strategic choice?
Recommendations for further improvement:

- Implement upon this programme and offer
- Suhair, Head of Local Consulting Firm to
- schemes. Suhair hired a local consulting firm to
- Although he strongly supported such incentive
- improving the living standards of workers.
- incentives introduced by Suhair himself for
- Suhair's firm, the hours of work. Suhair was in
- "I reward the contributions of people, not their
- adherence. Suhair often commented, "Complimentary.
- housekeeping, the grounds and pools. In
- Suhair was in
- commercial location in Delhi. Suhair was in
- now boasts of having four hotels in mayor
- Suhair and Suhair owned and operated Suhair
- Suhair and Suhair owned and operated Suhair

17. Incentives at Suhair's Hotel

Compulsory

SECTION C — (10 x 20 = 200 marks)

Important in strategy implementation.

16. Explain why organization structure is so

the strategy.

15. Discuss the various techniques used to evaluate

is this relationship important?

14. What is the relationship between a firm's

problems associated with joint venture projects?

13. Why are joint ventures promoted? What are the

the organization.

12. Describe the factors affecting strategic choice in

example for each.

11. Describe the different forms of diversification and

in strategic management.

10. Explain why environmental analysis is necessary

exist in an organization.

9. Explain the various levels at which a strategy may

All questions carry equal marks.

Answer any THREE questions.

SECTION D — (5 x 10 = 50 marks)

market segmentation?

What are the essential requirements for successful

Implementation?

Share the various issues in strategy