

Date:18-03-2022

Registration number:

ST. JOSEPH’S COLLEGE (AUTONOMOUS), BENGALURU-27

BCOM IFA - V SEMESTER

SEMESTER EXAMINATION: OCTOBER 2021

(Examination conducted in February-March 2022)

**BC IFA DEA 5619 - Advanced Performance Management - I**

Time- 2 ½ hrs Max Marks-70

This question paper contains two printed pages and four parts

**Section A**

I. Answer any five questions. Each question carries two marks 5x2=10)

1. What is the meaning of strategic planning?
2. What are corporate objectives? Name any two.
3. State the meaning of KPIs.
4. Mention the meaning of uncertainty.
5. What is meant by Divisional organisational structure?
6. Define Data Mining.

**Section B**

II. Answer any three questions. Each question carries five marks (3x5=15)

1. What is ERPS? State its benefits.
2. Write a note on the characteristics of services.
3. What are the features of a good performance measure?
4. Briefly explain the different sources of CSFs.

**Section C**

III. Answer any two questions. Each question carries fifteen marks (2x15=30)

11. What is the meaning of information? Enumerate upon the internal and external sources of information and the costs associated with the information.

12. Explain in depth Porters Value Chain Model with a Diagram.

13. Describe in detail the Building block model. What are its advantages and disadvantages as a tool of performance measurement?

**Section D**

IV. 14. Answer the question given below the question carries fifteen marks. (1x15=15)

**Aibnb-Air Bread and Breakfast**

Airbnb is an American home rental platform based in San Francisco that lets people list, find, and rent short-term lodging in 65,000 cities and more than 191 countries across the globe. Founded in 2008 by Brian Chesky, Joe Gebbia, and Nathan Blecharczyk, it has done more than any other company to change the way people find places to stay away from home. In recent years, Airbnb has evolved its peer-to-peer model to give hosts the tech tools they need to run a seamless, sophisticated operation.

More than 40% of Airbnb listings are now available via Instant Book, allowing guests to make reservations much as they would a hotel booking, and a new check-in tool automatically feeds arrival instructions to them via the app. The company has also expanded into Business Travel Ready listings, which offer travellers a designated work space, guaranteed Wi-Fi, and more. Now valued at $31 billion, the company is also helping travellers explore the world outside their rentals. In 2016, Airbnb launched Trips, a service that lures travellers out of their rentals for local tours and adventures in 20 countries and 30 cities around the globe. And in an effort to address humanitarian issues, Airbnb launched an Open Homes program in 2017 that allows hosts to offer housing to refugees, displaced travellers, and those seeking shelter after disasters.

In the travel wreckage caused by the pandemic, home-sharing has emerged as battered, but with a steady pulse, as rental houses became social-distancing refuges for the travel-starved. Home rentals have outperformed hotels in 27 global markets since the onset of Covid-19, according to a report by the hotel benchmarking firm STR and the short-term rental analysts AirDNA. As leisure travel ticked up this summer, average daily rates were higher for rentals in July 2020 versus July 2019 in the United States — from about $300 to $323 — thanks to the popularity of larger homes.

Still, global restrictions have squeezed every aspect of the travel industry, including vacation rentals. Across home-sharing platforms, according to STR and AirDNA, occupancy fell by almost half between mid-March and the end of June to between roughly 33 and 36 percent, depending on the size of the rental (hotels by comparison fell to an average of 17.5 percent occupancy).

The biggest player in the short-term rental market, with more than 7 million listings in over 220 countries, is Airbnb. Over the years, its rampant growth and lack of transparency have made it a target for everything from charges of fuelling over tourism and turning formerly residential neighbourhoods into tourist zones to enabling raucous parties despite complaints and virus-related restrictions on gatherings. After laying off a quarter of its work force in the spring, Airbnb jettisoned some new ventures, including forays into transportation and entertainment, and hunkered down to focus on its core strength, lodging, even as its valuation fell from a high of $31 billion to, recently, $18 billion, according to The Wall Street Journal.

**Questions:**

1. Discuss the PESTEL Analysis in regards to Airbnb. (8 Marks)
2. What are the opportunities and Challenges faced by Airbnb? (4 Marks)
3. Give some recommendations to Airbnb to overcome the effects of the pandemic. (3 Marks)