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14MBA25

Second Semester MBA Degree Examination, Dec.2016/Jan.2017
Strategic Management

Time: 3 hrs.

Max. Marks:100

SECTION – A

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 What is functional strategy? (03 Marks)
- 2 Define strategy formulation. (03 Marks)
- 3 What are the four steps involved in implementing key success factors? (03 Marks)
- 4 What is focused business strategy? Write an example. (03 Marks)
- 5 Write a brief note on forward and backward integration. (03 Marks)
- 6 What are the key considerations in strategy implementation? (03 Marks)
- 7 Mention the areas of strategic review in strategic control process. (03 Marks)

SECTION – B

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Write briefly on importance of strategic management. (07 Marks)
- 2 Explain the hierarchy of strategic intent. (07 Marks)
- 3 What are the factors to be analyzed in industry analysis? (07 Marks)
- 4 Narrate the different types of mergers. (07 Marks)
- 5 Explain BCG matrix. (07 Marks)
- 6 Elaborate on the functions of strategic leadership. (07 Marks)
- 7 Explain the importance of strategic evaluation and control. (07 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg. 42+8 = 50, will be treated as malpractice.

SECTION – C

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Explain the different tools for strategic analysis. (10 Marks)
- 2 Discuss balance score and approach. (10 Marks)
- 3 Explain Porter's five force model. (10 Marks)
- 4 Explain five generic competitive strategy approaches. (10 Marks)
- 5 Discuss GE nine cell matrix. (10 Marks)
- 6 What are the challenges of strategic implementation? (10 Marks)
- 7 Explain the four basic types of strategic control. (10 Marks)

SECTION – D
(Compulsory)

Read the following case and answer the questions:

Green foods tunes in to the environment: Green foods corporation is one of the largest food service organization in the world. Headed by Roy who innovate marketing strategies, insists on quality. By focusing the customers and paying attention on environmental forces such as competitions, technology, regulations, they remained the leader in the industry. When critics found fault with the fat content of certain food items in green foods, the company switched to all vegetable oil for its produces. Later they switched from paper containers to Styrofoam to reduce the amount of paper used to save forest. After a decade, green food phased out Styrofoam, which was manufactured using Chloroflouro carbons, considered harmful to earth's ozone layer. It continually responded to changes in customer taste. Pizza market is a fastest growing segment. Hence they enter in to Pizza segment. There are now 10,000 green food outlet in over 100 countries. It intends to respond to environmental forces, try to remain king.

Questions:

- i) Should green food have responded to environmentalists who expressed their concerns about the excessive use of paper packaging products? (05 Marks)
- ii) Green food are a firm that attempts to manage as much of their environment as possible? Do you agree? Comment. (05 Marks)
- iii) Do you think green food are correct in continually attempting to gain a foot hold in Pizza market? Why? (05 Marks)
- iv) Suggest a suitable strategy for green foods to achieve a strong foot-hold in the pizza market. (05 Marks)

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