

CBCS SCHEME

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Second Semester MBA Degree Examination, July/August 2021 Strategic Management

Time: 3 hrs.

Max. Marks: 100

Note: Answer any FIVE full questions.

- 1 a. Identify three levels of strategy. (03 Marks)
b. What are distinctive competencies? What are the sources of distinctive competencies? (07 Marks)
c. Explain Porter's five forces model. (10 Marks)
- 2 a. Write the meaning of strategy implementation. (03 Marks)
b. Explain the BCG growth share matrix. (07 Marks)
c. Discuss the strategic options available to a firm to compete internationally. (10 Marks)
- 3 a. What do you mean by first moves advantage? (03 Marks)
b. Discuss different types of strategic control. (07 Marks)
c. Explain SWOT analysis as a tool of strategic business. (10 Marks)
- 4 a. What are the different integration strategies? (03 Marks)
b. Explain GE's spot light grid. (07 Marks)
c. Discuss the challenges of strategy implementation. (10 Marks)
- 5 a. How business model helps in supporting a strategy? (03 Marks)
b. Outline the barriers to evaluation. (07 Marks)
c. Explain five generic strategies adopted at different level. (10 Marks)
- 6 a. What is strategic group mapping? (03 Marks)
b. Elaborate strategy executing process. (07 Marks)
c. Explain the concept of value chain analysis with an example. (10 Marks)
- 7 a. Compare 'Strategy' and Tactic. (03 Marks)
b. Discuss the strategically relevant components of company's external environment. (07 Marks)
c. When differentiation strategy works best? Elaborate. (10 Marks)

CASE STUDY

- 8 ITC Foods Management team was dedicated to capturing strategic benefit within the business line up all throughout its value chain. The company marketed research information to develop new products that hit the consumers' taste. Company consolidated its purchasing to reduce costs. Company had also consolidated sales and marketing function of similar products to eliminate duplication of effort and to present single face to customers.

The efforts to achieve synergies was undertaken upon the acquisition of Parle snacks which had given them the benefit of cost saving to the extent of Rs.250 crores. They used the strategy of combined corporate wide procurement of product ingredients and packing materials. Joint distribution of Parle snacks and ITC Foods had reduced the distribution expenses by an estimated Rs.120 crores within six months of acquisition.

Questions:

- a. Explain how value chain activities used by ITC Foods have reduced the costs. (05 Marks)
- b. Whether acquiring Parle snacks is a good strategy? (05 Marks)
- c. What is the strategic benefit for Parle snacks by being acquired? (05 Marks)
- d. Suggest further market growth strategies for ITC Foods. (05 Marks)

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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.

