CBCS SCHEME

22MBA25

Second Semester MBA Degree Examination, June/July 2023
Strategic Management

Time: 3 hrs. Max. Marks: 100

Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.

			M	L	C
Q.1	a.	What is Strategic Management?	3	L1	CO1
	b.	Distinguish between Strategy and Tactics. Explain your answer with suitable examples.	7	L2	CO1
	c.	Critically examine the Uniqueness of Porter's 5 force model in a business strategy. Explain your answer with an appropriate example form Industry.	10	L4	CO2
Q.2	a.	What do you understand by "Blue Ocean Strategy"?	3	L1	CO1
	b.	Differentiate between a strategic vision and strategic mission statements. Also give an example each of strategic vision and mission statements.	7	L2	CO1
	c.	Discuss with an appropriate diagram the significance of the 5 stages of Strategic Management Process in an Organisation.	10	L4	CO1
Q.3	a.	What do you understand by the term "Strategic Statement"?	3	L1	CO1
	b.	Explain the significance of "Value Chain Analysis" for any Business Organization.	7	L2	CO2
	c.	"Identifying critical external factors that may affect an organisation is a very significance process". Justify the given statement by analyzing how "PESTLE Framework" helps an organization to achieve its objectives.	10	L4	CO1
Q.4	a.	What do you mean by Organisation Re – Structuring?	3	L1	CO2
	b.	Explain with suitable examples, the significance of "Diversification strategies for an organization".	7	L4	CO3
	c.	"A strategy that recreates business processes to eliminate inefficiency and enhance organizational performance is more important than ever, even today". In this context, discuss the relevance of Business Process Re-engineering with a suitable example.	10	L4	CO3
Q.5	a.	What is Contingency Planning?	3	L2	CO4

	b.	Write a note on Integration strategies. Explain with examples the different types of integration strategies.	7	L4	CO3
	c.	"Business Performance Management Framework" is necessary to ensure that an organizations strategic goals are met". Justify the given statement by critically examining the importance of "Balanced Scorecard Approach" to an organisation.	10	L4	CO4
Q.6	a.	What do you understand by the term "Benchmarking"?	3	L2	CO4
	b.	Write a note on "SWOT Analysis", by clearly explaining the aim of SWOT analysis and its components, with suitable examples.	7	L4	CO4
	c.	"Competitiveness is a major driver in any organisations strategic decision making". Comment on the statement by discussing "Porter's Generic Strategies" with suitable examples.	10	L4	CO4
Q.7	a.	What do you mean by "Strategy Implementation"?	3	L2	CO4
	b.	Explain why Resource Allocation is Vital part of strategy.	7	L4	CO4
	c.	"Organisations should exploit the enormous potential of Information Technology and its applications to ensure they desire sustainable competitive advantage. Comment on the statement by discussing the 21st Century challenges for Business.	10	L4	CO4
Q.8	a.	**CASE STUDY :**			

The Salt – to – software conglomerate, Tata group's acquisition of the online grocery platform 'Big Basket', indicating its bid to expand in the fast growing e commerce space in India. Tata's 68% stake in Big Basket for Rs 9500 cr, has put the enterprise value of Big Basket at over Rs 13,500 crore. Big Basket operates in over 55 Indian Cities and competes with Grofers, Flipcart , Amazon India and Reliance Retail. This deal would also lead to both Tata Group and Big Basket cross selling their products on each other's platforms, further penetrate into existing markets, scale up its supply chain and develop new reseller channels.

Tata – Big Basket deal has been one of a kind which has provided an exit route for a host of investors of Big Basket including "Jack Ma' controlled 'Alibaba'. Big Basket is all set to increase the number of dark stores supplying BB. Now its quick commerce format, directly competing with "Zepto". Its "Fresho", the Brick and Mortar format of Big Basket is also on an expansion spree. With over 20,000 products from more than 1000 household brands, it centers at almost 10 million customers. With innovation in the digital space happening at a rapid pace, adoption of Artificial Intelligence (AI) in the logistics space to understand demand distribution and routing has made Big Basket optimize its routes and achieve consistency and efficiency with its deliveries. This has further streamlined the process, reduced costs enabled on time deliveries, helped in scaling the business and increased customer experience.

Questions :

a.	Identify the challenges faced by Big Basket in the highly competitive Indian Grocery Market.	5	L1	CO4
b.	Discuss the dynamics of Indian Online Grocery Market.	5	L4	CO2
c.	Explain why fierce competition in a market is good for customers.	5	L4	CO3
d.	Explain the future strategies that 'Big Basket' can adopt to sustain its market position in the Indian Online Grocery Market.	5	L4	CO3

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