



PG – 950

IV Semester M.B.A. Degree Examination, July 2016  
(2007-08 Scheme)  
**MANAGEMENT**  
4.1 : Strategic Management

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** questions. **Each** question carries **2** marks. (6×2=12)
- What is competitive profile matrix ?
  - What is environmental scanning ?
  - What is strategic audit ?
  - Distinguish between take over and merger ?
  - What is the need for integration of strategy and culture ?
  - Define value chain.
  - What do you mean by gap analysis ?
  - What are bureaucratic costs ?

SECTION – B

- Answer **any three** questions. **Each** question carries **8** marks. (3×8=24)
- How four buildings blocks helps in achieving competitive advantage ? Discuss.
  - Discuss the applications and limitations of generic strategies.
  - Under what circumstances can the turnaround strategy prove to be successful ?  
When does divestment prove to be better than turnaround strategy ?
  - Discuss the relations between strategy and structure.
  - Explain the Porters five force model of competition.

SECTION – C

- Answer **any two** questions. **Each** question carries **12** marks. (2×12=24)
- Explain corporate level strategies.
  - Discuss the various components of strategy complementation.
  - Strategies of not-for-profit organisations are different from strategies of profit motto, organisations. Explain with examples.

P.T.O.



## SECTION – D

10. Read the following case and answer the questions given at the end : (1×15=15)

Soft Breads Ltd., a bread manufacturer from south, entered into the business of bread manufacturing in the northern India in the year 1995 by acquiring brand name 'Delicious' from a local baker 'Kuldeep Sodhi' in Chandigarh known for his quality breads. The baker kept on preparing and selling breads, however, now with a different name – 'healthy' in changed package. Soft Breads Ltd. invested heavily in the machinery and equipment. In fact, it invested a sum of rupees thirty-five crores over a period of five years. It got immediate acceptance from the market as Delicious, a household name, was well known for its quality. Gradually, it captured major markets in adjoining cities of Haryana and Punjab. In the year 2005 its total turnover was 10 crores per annum with 50% market share in Chandigarh.

Meantime, 'Healthy' also got some recognition and was able to grow. Some of his loyal customers also shifted back to him realising that the baker has changed the name of the product. Its market share, in 2005 stood at 15% in Chandigarh city. Inspired by the success of 'Delicious' the baker joined with his two rich friends to form a partnership by the name of 'Healthy Foods' in the year 2006. They acquired an automatic modern plant to manufacture breads. The plant was better than that of Soft Breads Ltd. They were able to reduce their costs and started selling breads at one rupee cheaper than the competitions. They also introduced new products such as whole wheat bread, breads enriched with vitamins, bread for kids in chocolate flavour. Within one year their market share grew to 35% in Chandigarh. In the year 2007 their turnover was 12 crores against 20 crores of Soft Breads Ltd. Now they plan to enter into business of cakes and biscuits on a large scale.

- a) Discuss the strategy of Soft Breads Ltd. and the strategy of Healthy Foods.
- b) Perform a SWOT analysis for Soft Breads Ltd.
- c) Do you think that Soft Breads Ltd. has missed something while acquiring the brand name ?
- d) What are the alternatives before the Soft Breads Ltd. ?