



PG – 008

IV Semester M.B.A. Degree Examination, June 2011

(2007-08 Scheme)

MANAGEMENT

Paper – 4.1 : Strategic Management

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** questions. **Each** question carries **two** marks : **(6×2=12)**

- a) Define Corporate Mission.
- b) What are Joint Ventures ?
- c) Expand, ETOP and SAP.
- d) Define, Benchmarking.
- e) What do you mean by strategic intent ?
- f) Distinguish between Backward and forward integrations.
- g) What are implied policies ?
- h) Define, competitive advantage.
- i) Define Corporate Governance.

SECTION – B

Answer **any three** questions. **Each** question carries **eight** marks. **(3×8=24)**

2. Discuss the various techniques of environmental analysis.
3. Explain process of strategic implementation.
4. Discuss the various forms of Diversification of Business.
5. Explain the process of evolving corporate mission and objectives.
6. Explain the various portfolio tools used to evaluate the strategic alternatives.
7. Discuss the impact of digitalisation and globalisations on SMEs and non-profit organisations.

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SECTION – C

Answer **any two** questions. **Each** question carries **12** marks : (2×12=24)

8. Define, Grand strategies and explain their variants.
9. Describe the process of strategy formulation.
10. “Organisations have no ethics of their own, often they reflect the ethics of the people in policy making”. Discuss.

SECTION – D

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

Chocolate Makers “Hershey’s Inc, USA and ‘Ferrero SpA, Italy are considering a joint bid to buy out’ Cadbury Plc, which could help the British confectioner fend off a hostile take over by Kraft. Foods Inc, USA this move is the strongest sign of a possible rival bid to Kraft’s \$ 16.7 Billion offer which Cadbury rejected and said was “derisory”.

Parallely Ferrero could join financial investors and private equity players considered friendly to cadbury, for a possible alliance. With this proposal, the advantage for cadbury shareholders is that they would continue to hold shares in a high growth confectionery group having UK listing rather than being paid around 50 % equity in a low growth US listed conglomerate having a turn over of \$ 11.7 billion a year.

Ferrero, has an annual sale of \$ 9.3 billion with 18 factories and 21600 employees worldwide. It is also known for its Kinder ‘Chocolates and’ ‘Tic-Tac’ candy.

Questions :

- a) Explain ‘intensive’ and ‘integrated growth strategies’ adopted by these conglomerates.
- b) Explain the five types of competitive advantages pursued by Hershey’s and Ferrero, while formulating their strategic plans.
- c) Why do companies resort to hostile bidding ? Briefly explain.