



PG – 1003

IV Semester M.B.A. Degree Examination, June/July 2015  
(2007-08 Scheme)

Paper – 4.1 : STRATEGIC MANAGEMENT

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **any six** questions. **Each** question carries **two** marks.

(6×2=12)

1. a) What is Blue Ocean Strategy ?
- b) What is turnaround strategy ?
- c) What is Business Process Re-engineering ?
- d) List different types of organizational structure.
- e) Mention generic strategies.
- f) What are the indicators of performance of strategy ?
- g) List Porters five forces.
- h) What is Transnational approach ?

SECTION – B

Answer **any three** of the following questions. **Each** question carries **eight** marks.

(3×8=24)

2. Explain the need for environmentally sustainable business practices.
3. Briefly explain the process of strategy execution.
4. Strategic Management is an ongoing process and not a "Start-stop process".  
Comment.
5. What are the characteristics of effectively worded VISION statement and common shortcomings in Company's VISION statement ?
6. Explain BCG matrix for resource allocation.

P.T.O.



## SECTION – C

Answer **any two** of the following questions. **Each** question carries **twelve** marks.

(2×12=24)

7. Close up tooth paste used Glycerine instead of calcium Carbonate as whitening agent and differentiated itself from all other tooth pastes. What according to you are the pre-requisites for differentiation strategy ? What are the pitfalls of it.
8. Discuss the various techniques of Environmental Analysis.
9. A transport company with nation-wide operations is now experiencing a difficult time with uneconomic freight rates and severe competition. It has diversified its business setting up textile mills and a wire rod mill in Karnataka. All these units have been hit by severe power cuts imposed in the state. Still the company is considering several expansion strategies since the transport operations are expected to revive in the near future. What should be the appropriate strategy of the company ? Give reasons.

## SECTION – D

(Compulsory)

10. **Case study :**

(15×1=15)

Sweet Drinks Ltd is a drinks company whose core business is manufacturing and selling soft drinks to 80,000 outlets throughout India. The business of the company is good with annual turnover exceeding three billion of rupees. Profits are good and shareholders are often rewarded with lucrative dividends and bonuses. Four years back the company has diversified into the alcoholic drinks industry and has taken-over two small breweries located in western India. The company has also diversified into hotels with purchase of twenty-five hotels of three/four star category across the country. To its advantage the company has been able to obtain a monopoly for the sale of its soft drinks in its hotels and is beginning to establish itself as a brand name in the brewery industry. Part of the strategy of the company is to continue to purchase hotels, particular by targeting National Capital Region of Delhi where tourism is likely to pick up with the



forthcoming commonwealth Games. The company also intends to construct a five star hotel in Gurgoan to take tax advantage announced recently by the finance ministers. Everything was going on well until recently, when a Public Interest Litigation from NGO accused the company of indulging in surrogate advertising of its brewery products. In fact the company has similar brand names for its soft drinks and brewery products. This triggered a lot of protests and demonstrations against the company. Newspapers were flooded with the articles against the company. There are also some demonstrations and some small incidents of stone pelting in a few of its hotels.

Answer the following questions :

- a) Discuss the factors related to SWOT analysis for the company.
- b) Explain how Sweet Drinks Ltd is achieving synergy ?
- c) Explain the nature of diversification adopted by the company.