

# CBCS SCHEME

ESN

20MBA25

## Second Semester MBA Degree Examination, July/August 2022 Strategic Management

Time: 3 hrs.

Max. Marks: 100

**Note: 1. Answer any FOUR full questions from Q1 to Q7.  
2. Question No.8 is compulsory.**

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|---|---|------------|
| 1 | a. Outline the difference between strategy and Tactic.                                      | (03 Marks) |
|   | b. Explain the four levels of strategic management with example.                            | (07 Marks) |
|   | c. Discuss Ansoff's matrix and its applications.  | (10 Marks) |
| 2 | a. Identify different types of integration strategies.                                      | (03 Marks) |
|   | b. Discuss the four types of strategic control.   | (07 Marks) |
|   | c. Explain the relevant driving forces for industries.                                      | (10 Marks) |
| 3 | a. What do you understand by social innovation?   | (03 Marks) |
|   | b. Explain the types of diversification strategies with their advantages and disadvantages. | (07 Marks) |
|   | c. Discuss the strategic advantage of alliances and partnerships.                           | (10 Marks) |
| 4 | a. What do you understand by PESTEL analysis?   | (03 Marks) |
|   | b. Explain value chain analysis with an example.  | (07 Marks) |
|   | c. Explain Porter's 5-forces model. Use the model to analyse the service industry.          | (10 Marks) |
| 5 | a. What is Resource Based View (RBV)?   | (03 Marks) |
|   | b. Compile the common types of Key Success Factor attain competitive advantage.             | (07 Marks) |
|   | c. Explain the steps involved in strategic planning process.                                | (10 Marks) |
| 6 | a. What is the application of Benchmarking?   | (03 Marks) |
|   | b. Describe the conditions necessary for turn around strategies.                            | (07 Marks) |
|   | c. Explain stability strategies with example.   | (10 Marks) |
| 7 | a. What is creative destruction?  | (03 Marks) |
|   | b. Explain Balance Score Card.  | (07 Marks) |
|   | c. Discuss the challenges in strategy implementation.                                       | (10 Marks) |

Preparation Note: 1. On completing your answers, compare them with the answer key. 2. Any remaining marks may be used for re-reading or identification. 3. Any remaining marks may be used for re-reading or identification. 4. 8-10 marks will be awarded as per the discretion of the examiner.

## 8 CASE STUDY :

MTR Foods management Team was dedicated capturing strategic benefit within the business line up throughout the value chain. The company marketed research information to develop new products that hit the consumer's 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 present single face to customers.

The efforts to buy 67.8% stake in Eastern condiment through Orkla happened for an estimated cost of Rs.2000 crore. Norwegian consumer goods maker Orkla has decided to acquire a majority stake in Eastern Condiments Pvt. Ltd and merge it with wholly owned unit MTR Foods Pvt. Ltd. in a deal that will help to double its sales in India.

The acquisition comes 13 years after the Norwegian Food Giant acquired MTR to enter India. Since then MTR's revenue has grown five fold. The takeover of Eastern Condiments, the largest spice company in Kerala will strengthen Orkla's position in India's branded food products market. This alliance of Eastern and MTR will create solid platform in the fast growing Indian market based on strong local brands.

## Questions:

- a. Explain what value chain activities used by MTR Foods have reduced the costs. (05 Marks)
- b. Do you think that acquisition of Eastern Condiments by Orkla is a good strategy? Why? (05 Marks)
- c. What advantages do you foresee with the alliance of Eastern and MTR? (05 Marks)
- d. What further market growth strategies can you suggest for MTR Foods? (05 Marks)

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