

--	--	--	--	--	--	--	--	--	--

## Second Semester MBA Degree Examination, June/July 2018 Strategic Management

Time: 3 hrs.

Max. Marks:80

**Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.  
2. Question No. 8 is compulsory.**

- 1
  - a. Define strategic management. (02 Marks)
  - b. What are KSF's? Discuss the various types of KSF's. (06 Marks)
  - c. Discuss the components of strategic management model. (08 Marks)
  
- 2
  - a. Define strategic planning. (02 Marks)
  - b. Discuss steps involved in strategy implementation process. (06 Marks)
  - c. Explain the GE-9 cell matrix. How it can be used in practice? (08 Marks)
  
- 3
  - a. Differentiate between strategy and tactics. (02 Marks)
  - b. What are different characteristics of strategic management? (06 Marks)
  - c. What is strategic intent? Explain the Hierarchy of strategic intent. (08 Marks)
  
- 4
  - a. What do you understand by the term PEST analysis? (02 Marks)
  - b. Explain the generic strategies adopted at business level. (06 Marks)
  - c. Explain Michael.E. Porter's five force model. (08 Marks)
  
- 5
  - a. Define strategy. (02 Marks)
  - b. What are different approaches to strategy making? (06 Marks)
  - c. Explain BCG matrix for resources allocation. (08 Marks)
  
- 6
  - a. Define value chain. (02 Marks)
  - b. Briefly explain three levels of strategy. (06 Marks)
  - c. Explain the salient features of vision and mission statement. (08 Marks)
  
- 7
  - a. What is competitive advantage? (02 Marks)
  - b. Discuss the role of SWOT analysis as a tool facilitating strategic choice at the business level. (06 Marks)
  - c. Discuss the strategically relevant components of a company's external environment. (08 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.  
2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.

## 8 Case Study :

In 2013 – 14 BRFL food division decided to enter into the fast growing (20-30% annually) snacks segment, an altogether new to it. It had only one national competitor –NEFTA. After a year its wafer snack brand Tringo, fetched 20% market share across the country. Tringo's induction was coincided with the cricket world cup. The wafer snacks market is estimated to be around Rs. 250 crore.

The company could take the advantage of its existing distribution network and also source potatoes from farmers easily. Before BRFL could enter the market, a cross functional team made a customer survey through a marketing research group in 14 cities of the country to know about the snacks eating habits of people. The result showed that the customer within the age group of 15-24 years were the most promising for the product, as they were quite enthusiastic about experimenting new snack taste. The company reported to its chefs came out with 16 flavours with varying tastes suiting to the targeted age group.

The company decided to target the youngsters as primary target on the assumption that once they are lured in, it was easier to reach the whole family. Advertising in this category was extremely crowded. Every week two-three local products in new names were launched, sometimes with similar names. To break through this clutter the company decided to, bank upon humour appeal.

The industry sources reveal that BRFL spent about Rs. 50/- crore on advertisements and used all possible media print and electronic, both including the creation of its own website – [www.TingoTingoyoung.com](http://www.TingoTingoyoung.com) with offers of online games. Contests, etc. mobile phone tone downloading was also planned which proved very effective among teenagers. The site was advertised in all dot com networks. EDTV, BTTV, shineTV and other important channels were also used for its advertisement along with FM radio channels in about 60 cities with large hoardings at strategic places.

Analysts believe that Tingo's success story owes a lot of BRFL's wide spread distribution channels and aggressive advertisements. Humour appeal was a bid success. The TINGO was made visible by painting the railway bogies paving across the states. It has also been successful to induce lovely Brother. Futures group to replace Dingo in Big Bazar and chain of food Bazaars. BRFL is paying 4% higher margin than NEFTA to future group and other retailers.

Tingo gave NEFTA a run for its money. Dingo's share has already been reduced considerably Retail tie-ups regional flavours, regional humour appeals have helped BRFL. But BRFL still wants a bigger share in the market and in foreign markets also, if possible.

## Questions:

- Explain the theoretical frame work of SWOT analysis. (04 Marks)
- What are the strengths of BRFL? (04 Marks)
- What are the weaknesses of BRFL for entering into the branded snacks market? (04 Marks)
- What kind of marketing strategy was formulated and implemented for Tingo? What else need to be done by Tingo so as to enlarge its market? (04 Marks)

\* \* \* \* \*