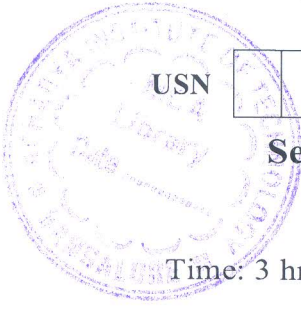


CBCS SCHEME



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22MBA25

Second Semester MBA Degree Examination, June/July 2024 Strategic Management

Time: 3 hrs.

Max. Marks: 100

- Note: 1. Answer any FOUR full questions from Q.No.1 to 7.
2. Q.No. 8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.*

			M	L	C
Q.1	a.	Define Strategy.	3	L1	CO1
	b.	Suppose your company is operating its business in the toothpaste industry. Explain the key success factors of this industry.	7	L4	CO1
	c.	Explain the strategic management process in detail.	10	L5	CO1
Q.2	a.	Define competitive advantage.	3	L1	CO2
	b.	Summarize the key external forces that have a major impact on the organization.	7	L5	CO2
	c.	Apply Porter's five force model for FMCG industry.	10	L3	CO2
Q.3	a.	Illustrate blue ocean strategy with an example.	3	L2	CO3
	b.	Explain Benchmarking and its types.	7	L5	CO4
	c.	Explain value chain analysis, with a block diagram.	10	L5	CO4
Q.4	a.	Define conglomerate diversification with an example.	3	L1	CO4
	b.	Explain Porter's generic strategies.	7	L5	CO3
	c.	Examine the different types of strategies the companies pursue during various phases of their existence.	10	L4	CO3
Q.5	a.	Define strategy implementation.	3	L1	CO1
	b.	Elaborate restructuring and reengineering.	7	L6	CO2
	c.	Explain the different types of organization structures that can be formed to implement the strategies.	10	L5	CO2

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Q.6	a.	List out the purpose of annual objectives.	3	L1	CO1
	b.	Explain the concept of resource based view of the firm.	7	L5	CO3
	c.	Interpret the steps involved in the process of evaluating strategy.	10	L2	CO3
Q.7	a.	Define strategy evaluation.	3	L1	CO1
	b.	Examine the reasons to embrace Pay-for-performance.	7	L4	CO3
	c.	Explain the 21 st century challenges in strategic management.	10	L5	CO4
Q.8	CASE STUDY (Compulsory)				
	<p>The Royal Botanical Gardens has been established for more than 120 years and has the following mission statement: "The Royal Botanical gardens belong to the nation. Our mission is to increase knowledge and appreciation of plants, their importance and their conversation, by managing and displaying living and preserved collections and through botanical and horticultural research". Located towards the edge of the city, the gardens are visited regularly throughout the year by many local families and are an internationally well-known tourist attraction. Despite charging admission, it is one of the top five visitor attractions in the country. Every year it answers many thousands of inquiries from universities and research establishments, including pharmaceutical companies from all over the world and charges for advice and access to its collection. Inquiries include requests for access to the plant collection for horticultural work, seeds for propagation or samples for chemical analysis to seek novel pharmaceutical compounds for commercial exploitation. It receives an annual grant-in-aid from central Government, which is fixed once every five years. The grant is due for review in three years time. The finance director has decided that, in order to strengthen its case when meeting the government representatives to negotiate the grant, the management board should be able to present a balanced score card demonstrating the performance of the gardens. He has asked you, the senior management accountant, to help him. Many members of the board, which consists of eminent scientists are unfamiliar with the concept of a balanced scorecard.</p> <p><u>Questions</u></p>				
	a.	Describe the benefits of the balanced scorecard.	10	L5	CO3
b.	Discuss the process you would employ to develop a suitable balanced score card for the Royal botanical gardens and give examples of measures that would be incorporated within it.	10	L5	CO3	
