



MBA DEGREE EXAMINATIONS: APRIL / MAY 2023

(Regulation 2021)

Third Semester

MASTER OF BUSINESS ADMINISTRATION

P21MBC3116: Strategic Management

COURSE OUTCOMES

- CO1:** Demonstrate a comprehensive knowledge of the process of strategic planning, the significance of several stakeholders' involvement as well as an integrated approach in strategic planning and its contribution to organisational success & growth
- CO2:** Explain the impact of Environmental, Social and Governance (ESG) factors on the formulation and implementation of strategic plans
- CO3:** Examine the influences on the choice of strategic alternatives for business and non-business organisations
- CO4:** Develop a suitable as well as viable strategic plan for any organisation and propose approaches for its implementation

Time: Two Hours

Maximum Marks: 50

PART A (5 x 2 = 10 Marks)

Answer ALL Questions

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| 1 | Classify the different levels of strategic management with suitable a illustration | CO1 | K2 |
| 2 | Identify any three pillars of ESG that has an impact on the financial performance of an organization with suitable scenarios. | CO2 | K3 |
| 3 | Based upon your choice of an industry, compare and contrast any two functional strategies from two different organizations with examples. | CO3 | K4 |
| 4 | Differentiate between a Blue Ocean strategy from a "Red Ocean Strategy" | CO3 | K4 |
| 5 | Examine the various components that a company would likely to include in its Strategic Audit program. | CO4 | K4 |

PART B (5 x 4 = 20 Marks)

(Answer ANY FIVE Questions)

- 6 Classify and analyze the model of strategic planning process and its components briefly for an industry of your choice CO1 [K4]
- 7 What is a 'Value chain'? Explain the primary and support activities in a value-chain. Illustrate with examples CO1 [K4]
- 8 Briefly explain the factors which contribute towards the success of a strategic alliance. Interpret with a recent example of strategic alliance. CO3 [K5]
- 9 Diversification endeavors can be categorized into four broad categories. Explain the basis for the same. Besides how is concentric diversification is different from vertical diversification with illustrations CO3 [K5]
- 10 You are appointed as a strategic HR manager of a company where you find the company's current culture is out sync with what is needed for strategic success. Recommend your own best practices and process of various behavioral implementations that you would like to suggest to the management in this regard. CO4 [K5]
- 11 How is strategic control used in organizations? Evaluate briefly the four types of control mechanisms that can be implemented to achieve the enterprise goals. CO4 [K5]

Part – C (1x20=20 marks) Compulsory

- 12 Numatics Limited is a company engaged in the designing, manufacturing, and marketing of instruments like speed Numatics, oil pressure gauges, and so on, that are fitted into two and four wheelers. Their current investment in assets is around Rs. 5 crores and their last year turnover was Rs. 15 crores, just adequate enough to breakeven. The company has been witnessing, a fall in their market share prices over the last couple of years, since many customers are switching over to a new range of electronic instruments from the range of mechanical instruments that have been the mainstay of Numatics Limited. Now the Company has received a firm offer of cooperation from a competitor who is similarly placed with respect of product range. The offer implied the following:

- Transfer of the manufacturing line from the competitor to Numatics Limited.
- Manufacture of mechanical instruments by Numatics Limited for the competitor to the latter's specifications and brand name; and marketing by the competitor

The benefits that will accrue to Numatics Limited will be better utilization of its installed capacity and appropriate financial compensation for the manufacturing effort. The production manager of Numatics Limited has welcomed the proposal and

points out that it will enable the company to make profits. The sales manager is doubtful about the same since the demand for mechanical instruments is shrinking. The chief Executive is studying the offer.

Questions:

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| a. Do you see any divestment strategies being practiced in the given case? Explain. | CO4 | |
| b. Should Numatics Ltd adopt a stability strategy in any case? Justify | CO4 | [K ₅] |
| c. Appraise how Numatics should respond to the current market scenario. | CO4 | [K ₅] |
| d. Recommend strategies for maneuvering the situation to the CEO of Numatics Ltd., | CO4 | [K ₅] |
