



**MBA DEGREE EXAMINATIONS: NOV/DEC 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: Three Hours**

**Maximum Marks: 100**

**PART A (5Q x 6M = 30 Marks) Answer all the questions**

- 1 List the three levels of strategy devised in business organisations? Give examples for each. CO1 [K<sub>1</sub>]
- 2 Identity the Porter's 5 Forces of Competition applicable for a new company entering smart watch business. CO2 [K<sub>3</sub>]
- 3 Explain how TOWS matrix can be used for evaluating strategic alternatives for a business firm. CO2 [K<sub>3</sub>]
- 4 Explain the three types of intensive growth strategies with examples. CO1 [K<sub>5</sub>]
- 5 Define Exit Strategy. What are the various types of Exit Strategy? CO1 [K<sub>1</sub>]

**PART B (5Q x 10M = 50 Marks) Answer all the questions**

- 6 Explain 5 elements of strategy with examples. CO1 [K<sub>2</sub>]
- 7 Assess any real-life business organisation's sustainable competitive advantage using VRIO Framework and explain how they have achieved it. CO3 [K<sub>5</sub>]

8 Evaluate the JTC group using BCG Matrix and recommend suitable strategy for each. CO4 [K<sub>5</sub>]

<b>SBU's of JTC Group</b>	<b>JTU's Sales (in Crores of Rupees)</b>	<b>Sales of two largest competitors of JTC (in Crores of Rupees)</b>	<b>Annual Industry Growth (%)</b>
Oral Care (OC)	360	1410 (Tolgate), 780 (Babur)	15%
Biscuits (Bisc)	240	1480 (Mritannia), 1240 (Darle)	14%
Breakfast Cereals (BFC)	162.50	35(Bissin), 20 (Westle)	20%
Health Food Drinks (HFD)	840	200 (Peinz), 150 (Madbury's)	12%
Cigarettes (Cig)	10500	2250(Soldfrey), 1200(RST)	6%
Greeting Cards (GC)	25	112.5 (Berchies), 50 (Sryle)	3%

9 Assess the two types of integrative growth strategies implemented by any real-life companies in the recent past and explain the reasons behind their decisions. CO3 [K<sub>5</sub>]

10 Explain the Strategy Implementation process. CO4 [K<sub>5</sub>]

**Part – C (1Qx20M =20 marks) Answer all the questions**

11 Berger Paints Ltd, the fourth largest paints manufacturer in Asia that has an annual revenue of Rs. 10,600 crores, is planning to double its revenue by 2028-29. The company has understood the need for increasing its capacity from its current level of 90,000 tonnes per month to 1.6 lakh tonnes per month in order to achieve its revenue targets. Berger Paints has also decided to invest Rs. 2700 crores to establish 3 new factories in north India. As the Indian paints and coatings industry is becoming very competitive, Berger Paints wants to focus on new product development options for both business and consumer markets. CO4 [K<sub>6</sub>]

- Construct the Business Model Canvas for Berger Paints Ltd and discuss each component elaborately. (10 Marks)
- Formulate 3 types of Diversification Strategies relevant for Berger Paints with adequate justification for your choices. (10 Marks)

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