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Question Paper Code	12929
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MBA - DEGREE EXAMINATIONS, APRIL / MAY 2024

Third Semester

Master of Business Administration

20MBT302 - STRATEGIC MANAGEMENT

Regulations - 2020

Duration: 3 Hours

Max. Marks: 100

PART - A (10 × 2 = 20 Marks)

Answer ALL Questions

	Marks	K- Level	CO
1. Define Strategic Management.	2	K1	CO1
2. What is meant by Vision and Mission?	2	K1	CO1
3. State the importance of environmental scanning.	2	K2	CO2
4. What is meant by competitive advantage?	2	K2	CO2
5. Define Conglomerate diversification.	2	K1	CO3
6. Identify the factors influencing the Portfolio Strategy.	2	K1	CO3
7. Write a short note on Strategic Surveillance.	2	K1	CO4
8. Why do people resist changing?	2	K2	CO4
9. Define Innovation.	2	K2	CO5
10. Write a short note on Non-Profit Organization.	2	K2	CO5

PART - B (5 × 13 = 65 Marks)

Answer ALL Questions

11. a) Explain the conceptual framework of Strategic Management.	13	K2	CO1
OR			
b) Explain the objectives of the Corporate Governance in detail.	13	K2	CO1
12. a) Elaborate on Porter's Five Forces Model used in external environmental analysis.	13	K3	CO2
OR			
b) Discuss about the generic building blocks of competitive advantage.	13	K3	CO2
13. a) Explain McKinsey's 7S framework.	13	K3	CO3
OR			
b) Explain Strategic analysis. Discuss the steps involved in the process of Strategic analysis.	13	K3	CO3
14. a) Discuss the steps involved in the Strategy implementation process. Also state the barriers in Strategy implementation.	13	K4	CO4

OR

- b) Outline the various qualitative and quantitative criteria for strategy evaluation and control. State the problems faced by Strategists while meeting those criteria. 13 K4 CO4
15. a) Explain the important phases of the Technology lifecycle, using examples wherever necessary. 13 K4 CO5

OR

- b) Explain the concepts and ideas of New Business Model. 13 K4 CO5

PART - C (1 × 15 = 15 Marks)
(Compulsory)

16. a) **Tangy spices Ltd**
Tangy spices Ltd, the countries' biggest spices marketer has decided to launch a hostile bid for Italy's major spice marketer Chilliano. This is a rare case of an Indian company making an unsolicited hostile bid for a foreign company. The Tangy Spices Ltd. has competencies in Indian spices. The major destination markets for the Tangy spices Ltd. exports have been the Europe and America. The competencies of Chilliano lie in Italian herbs and spices. The Indian company with the takeover wishes to synergies its operations in the world market. It also wants to take advantage of the reach enjoyed by the Italian company in several countries where its products are not being sold presently. The move of hostile takeover follows Chilliano's rejection to an agreement entered a year back. At that time Chilliano was suffering losses and it offered majority shares at a price of € 2.25. A total of 20% shares were transferred at that time. In one year Chilliano was able to turnaround its operations and the company made handsome profits in the last quarter. The promoters who have residual holding of 35% in the company are reluctant to transfer the shares now. They have rejected the agreement with a plea that the earlier offer price was not sufficient. Tangy spices Ltd has revised its offer to € 2.95. By this lucrative offer some of the large shareholders of Chilliano reveal their interest for selling their stakes. On the other hand, promoters maintained their position on this matter. Through the process of buying of shares in the market the Tangy spices Ltd. gradually consolidated its holding in Chilliano to 45%. Being a major shareholder they were ready for a takeover. At the same time, Tangy spices Ltd. was trying hard to improve their position so that they do not leave any space for Chilliano's promoters in future.

Questions:-

- i) What strategic alternative is followed by Tangy spices Ltd? 5 K3 CO5
- ii) Is the hostile takeover by an Indian company appropriate? 5 K3 CO5
- iii) Why the Tangy Spices Ltd. is interested in this takeover? 5 K3 CO5