

Interest Litigation from NGO accused the company of indulging in surrogate advertising of its brewery products. In fact the company has similar brand names for its soft drinks and brewery products. This triggered a lot of protests and demonstrations against the company. Newspapers were flooded with the articles against the company. There were also some demonstrations and some small incidents of stone pelting in a few of its hotels.

Read the above case and answer the following questions:

- (a) Discuss the factors related to SWOT analysis for the company.
- (b) Explain how Sweet Drinks Ltd. is achieving synergy?
- (c) Explain the nature of diversification adopted by the company.

MBAC 2005/
MBLF 3001

M.B.A. DEGREE EXAMINATION, JUNE 2016.

Second Semester

Business Administration

Paper X — STRATEGIC MANAGEMENT

(Common for MBA (HRM, Marketing, Finance and IB)

Time : Three hours

Maximum : 100 marks

SECTION A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Describe different Schools of thought on Strategy.
2. Explain : Functional level strategies.
3. What are the requirements of Strategic Thinking.
4. Explain about the importance of Business Ethics.
5. Explain in brief, the process of Strategy Formulation in an organization.
6. Explain how Strategic choices are selected at business level.

7. Does the Organization possess any distinct advantages with respect to R&D.
8. Briefly explain the benefits of Strategic evaluation and control.

SECTION B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Explain the Approaches to the study of Strategy formulation.
10. Explain different phases involved in the development of Strategic management.
11. Explain different types of Strategic control systems.
12. Enumerate the structural choices in Strategy implementation.
13. Briefly explain the benefits of Strategic evaluation and control.
14. Define SWOT Analysis and explain its significance in business with suitable example.
15. Assess the general reasons for the failure of Strategic planning.
16. Compare and Contrast the corporate and business level Strategy.

SECTION C — (1 × 20 = 20 marks)

(Compulsory)

17. Case Study :

Sweet Drinks Ltd. is a drinks company whose core business is manufacturing and selling soft drinks to 80,000 outlets throughout India. The business of the company is good with annual turnover exceeding three billion of rupees. Profits are good and shareholders are often rewarded with lucrative dividends and bonuses. Four years back the company has diversified into the alcoholic drinks industry and has taken-over two small breweries located in western India. The company has also diversified into hotels with purchase of twenty-five hotels of three/four star category across the country. To its advantage the company has been able to obtain a monopoly for the sale of its soft drinks in its hotels and is beginning to establish itself as a brand name in the brewery industry. Part of the strategy of the company is to continue to purchase hotels, particular by targeting National Capital Region of Delhi where tourism is likely to pick up with the forthcoming Commonwealth Games. The company also intends to construct a five star hotel in Gurgaon to take tax advantage announced recently by the finance ministers. Everything was going on well until recently, when a Public