

MBAC 2005/MBLF 3001

M.B.A. DEGREE EXAMINATION, JUNE 2017.

Second Semester

General/Finance (Lateral Entry)

STRATEGIC MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A – (5 × 6 = 30 marks)

Answer any FIVE questions.

1. What is meant by Objectives? Explain its characteristics and roles.
2. Explain the advantages and Limitations of SWOT analysis.
3. What is Benchmarking? What are the areas where benchmarking can help.
4. What is Marketing Mix? Explain various processes of product planning and development.
5. What do you mean by strategy evaluation? Explain the process of strategy evaluation.

6. What are the need for environmental analysis?
7. Explain in detail the value chain analysis
8. Differentiate Strategy formulation and Implementation.

PART B – (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Explain the advantages and disadvantages of Strategic Business Unit. State the features and contents of Mission.
10. What is Environmental scanning? Explain various internal environment factors influence the business strategy.
11. Discuss the various approaches to Differentiation. State various merits and de-merits of efficient Differentiation.
12. Describe the components of operations plans and policies relating to functional strategies.

States. Super still wants a bigger share in the market and in foreign markets also, if possible.

Questions :

- (a) What is SWOT Analysis?
- (b) What are the strengths of Super?
- (c) What are the weaknesses of Super for entering into the branded snacks market?
- (d) What kind of marketing strategy was formulated and implemented for Ringo?
- (e) What else need to be done by Ringo so as to enlarge its market?

13. What are the various risks in cost leaderships? Explain the need for Differentiation strategy.
14. Define Functional strategy. Explain its various elements and types.
15. What is working capital? Explain the determinants of working capital.
16. Examine the role of various external environmental factors which influence the business strategy.

PART C – (1 × 20 = 20 marks)

Compulsory

17. In 2013-14 Super Food division decided to enter the fast growing (20-30% annually) snacks segment, an altogether new to it. It had only one national competitor-Nice-Snacks. After a year its wafer snack brand- Ringo, fetched 20% market share across the country. Ringo's introduction was coincided with the cricket world cup. The wafer snacks market is estimated to be around Rs. 250

crores. The company could take the advantage of its existing distribution network and also source potatoes from farmers easily. Before the Super could enter the market a cross-functional team made a customer survey through a marketing research group in 14 cities of the country to know about the snacks of eating habits of people. The result showed that the customers within the age-group of 15-24 years were the most promising for the product as they were quite enthusiastic about experimenting new snack taste. The company reported to its chefs and the chefs came out with 16 flavours with varying tastes suiting to the targetted age-group.

The company decided to target the youngsters as primary target on the assumption that once they are lured in, it was easier to reach the whole family. Advertising in this category was extremely crowded. Every week two-three local products in new names were launched, sometimes with similar names. To break through this clutter the

company decided to bank upon humour appeal. The Industry sources reveal that Super spent about Rs. 50 crores on advertisement and used all possible media print and electronic, both including the creation of its own website, Ringoringyoung.com with offers of online games, contests etc. Mobile phone tone downloading was also planned which proved very effective among teenagers. The site was advertised on all dotcom networks. EM TV, SHINE TV, BEE TV and other important channels were also used for its advertisement along with FM radio channels in about 60 cities with large hoardings at strategic places.

Analysts believe that Ringo's success story owes a lot to Super's widespread distribution channels and aggressive advertisements. Humour appeal was a big success. The 'Ringo' was made visible by painting the Railway bogies passing across the