

MBAC 2005

M.B.A. DEGREE EXAMINATION, JANUARY 2022.

Second Semester

General (Common paper)

STRATEGIC MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE following questions.

1. What do you mean by Strategy?
2. What is Six Sigma?
3. What do you mean by process innovation?
4. What is innovation?
5. Define strategic unit.
6. What do you understand by the term strategic alliance?
7. What do you mean by environmental scanning?
8. What are core competencies?

PART B — (5 × 10 = 50 marks)

Answer any FIVE following questions.

9. Explain the various phases of strategy formulation with an illustration.
10. What is corporate governance? State the concept, need and principles of corporate governance?
11. Describe the strategic issues for Non-Profit Organizations. Suggest suitable measures to resolve such issues.
12. Discuss the significance of Internet economy in the context of current demonetization scenarios.
13. Enumerate Porter's five forces model. Give an example.
14. Discuss the importance of SWOT analysis and ETOP.
15. Discuss about GAP Analysis.
16. Explain the process of strategic implementation and evaluation.

PART C — (1 × 20 = 20 marks)

Case Study (Compulsory Questions)

17. Jollibee Foods Corporation (JFC), a Philippine fast-food company, has achieved market dominance in three segments in its home country—burgers and chicken, pizzas, and Chinese food—beating such well-known international competitors as McDonald's and Pizza Hut.

JFC operates Jollibee, the Philippines largest and most successful homegrown fast-food chain. By targeting the niche Filipino market, Jollibee has beaten global players, including fast-food giant McDonalds, in the Philippine fast-food scene with its own unique menu and excellent service. Jollibee commands a 58 percent share of the quick-service restaurant market in the Philippines and some 70 percent of the burger-based meals market. To cater to the ever-changing needs of Filipinos, JFC has acquired a portfolio of complementary fast-food concepts, Greenwich Pizza, Chow king and Délifrance (a French franchise). The company has been honoured many times, being recognized for its entrepreneurship, as the number one food company in Asia, as the best-managed company in the Philippines, and as Asia's most admired company. It has also been consistently ranked among Asia's best employers. To secure its leadership position, JFC intends to focus its efforts on increasing its presence in both

local and international markets. However, it has not been particularly successful in establishing the Jollibee and Chow king brands overseas. In 2004, it purchased the Yonghe King chain of Chinese fast-food restaurants in China and has high hopes for the future of this brand in the People's Republic.

- (a) What rational attributes do you look for in a fast-food restaurant?
 - (b) What emotional attributes do you look for in a fast-food restaurant?
 - (c) Do these attributes fit your favourite food establishment in your country?
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