

23 Jan 2024

Total No. of Questions : 5]

SEAT No. :

P7898

[Total No. of Pages : 2

[6118]-3001

S.Y. M.B.A.

**301 GC - 11 : STRATEGIC MANAGEMENT
(2019 Revised Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All Questions are compulsory.
- 2) All Questions carry equal marks.

Q1) Solve any five:

[10]

- a) Define vision.
- b) Define KPI (Key Performance Indicator).
- c) Define Portfolio Analysis.
- d) Define Strategic Management.
- e) What is Strategic Alliance?
- f) Explain Management by Objectives (MBO).
- g) Explain SBU.
- h) ETOP.

Q2) Answer Any two of the following:

[10]

- a) Describe VRIO Framework.
- b) Explain meaning & components of Business Models.
- c) Explain Gramin Strategy & its types.

P.T.O.

Q3) a) Differentiate between Red ocean & Blue ocean strategy.

[10]

OR

b) Explain Mc-Kinsey's 7s framework.

Q4) a) Explain Merger & Acquisition strategy with example.

[10]

OR

b) Explain Portfolio Analysis with BCG Mature.

Q5) a) What is meant by Business Model? Prepare Business Model for consumer durables.

[10]

OR

b) Explain Porter five forces model with suitable example.

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20 Feb. 2023

Total No. of Questions : 5]

SEAT No. :

[Total No. of Pages : 2

PA-3618

[5946]- 301

Second year M.B.A.

301 : STRATEGIC MANAGEMENT

(2019 CBCS Pattern) (Semester - III)

Time : 2½ hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an Internal option.*
- 3) *Figures to the right indicate full marks.*

Q1) Solve any five 5 out of 8.

[10]

- a) Define strategic management
- b) What are the key result areas
- c) What is functional level strategy
- d) What do you mean by strategic planning
- e) Define portfolio analysis
- f) Define merger and acquisition
- g) Explain SBU
- h) Define blue ocean strategy

Q2) Solve any two 2 out of 3.

[10]

- a) Differentiate between strategic control and operations control.
- b) Explain BCCe product portfolio matrix.
- c) Explain in detail the porters five force model.

Q3) a) Explain the difference between Red ocean strategy and Blue ocean strategy.

[10]

OR

- b) Explain the issues in strategic management with respect to social and environmental sustainability?

P.T.O.

Q4) a) Explain porteris generic competitive strategies.

[10]

OR

b) Define term 'strategy'. Explain in details the levels of strategy.

Q5) a) What are the competitive advantage? Explain sources of competitive advantage.

[10]

OR

b) Explain concept of six sigma and its uses for strategy implementation.



Dec 2019

Total No. of Questions : 5]

SEAT No. :

P4731

[5659]-3001

[Total No. of Pages : 3

M.B.A.

**301 : STRATEGIC MANAGEMENT
(2016 Pattern) (Semester - III)**

Time : 2¼ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Each question carries 10 marks.
- 3) Each question has an internal option.
- 4) Support your answer with suitable examples.

Q1) a) Case Study:

Netherland Beverage Limited (NBL)

Netherland Beverage Limited entered the Indian wine industry in 2009 by acquiring the Mastana Wine Company of Shimla and two other smaller wine companies at Kalka for Rs. 50 lakh. Despite hostility expressed by other wine makers and predictions that NBL would very soon fail as other outsiders such as Parminder Wine Company had, the entry succeeded. NBL performed the unheard of feat of establishing a volume of 30 lakh cases within two years and taking the market share away from premium brands such as the National Wine Company of Bombay, Pearl Drink Limited of Pune and Syndicate Cola Limited of Madras.

NBL advertised heavily and incurred Rs.10 lakh in one year and standardised the taste of its wines with considerable success. It also invested Rs. 48 lakh in a large, new winery at Ahmedabad. One of NBL Executives said, 'By 2020, consumption of wine in India will be a litre per capita, compared with half a litre today.'

The industry reacted to NBL's presence by doubling and tripling advertising expenditure. ABC and Company began a costly campaign to market premium and varied wines while reducing marketing emphasis on its cheap wines such as Nahan Drinks and the Gola Beverage. ABC maintained its 25 percent market share but had to resort to some heavy price discounting to do so.

In 2014 Pearl Drinks formed a special wine unit to combine efforts for all its brands. Mr. Sailesh Kumar former Vice President of the National Wine Company had directed a project to coordinate Pearl's world-wide wine business and develop a worldwide strategy. The new unit was, in fact, a result of his work.

In 2015, wine consumption changed from growth at a rate of 5 per cent to no growth. The government also lifted the ban on imports of wine. This presented an even greater challenge because imported wines were cheaper as well as superior in quality.

In 2017 Mr. Ranganathan took over as Managing Director of NBL. He reviewed the recent performance of the company and its competitive position. He noted that the company was losing its hold over the market and it was not getting the return as expected. He also found that the company's performance in the syrup business was excellent. He, therefore, thought of selling out the wine business to Pearl Drinks. He convened an executive meeting and apprised the executives of his proposal. He also informed them that Pearl Drinks had offered the company to recapture its investment in the wine business which was about Rs. One crore. Mr. Arun Mehta, General Manager, observed that NBL was in and out in the past six years and has joined different organisations in trying the wine business. The finance Manager, M. Subhash Ghai said, "The return on assets in the wine business is not the 30 to 35 per cent, which NBL is used to getting in the syrup business. Gaining share and trying to compete with ABC and Company left NBL with, eventually, the number two position in the wine industry with profits of Rs. 60 lakh on Rs. 220 lakh in sales. The stockholders wanted immediate return and hence the company could not afford to make long-term investments necessary to popularise the brands. Had they stayed for five more years, they would have been a key leader in a large and profitable industry."

Pearl Drinks immediately would have gone from the sixth position in the industry to a strong second place with an 11 per cent market share. The Chairman of Pearl Drinks stated: "We believe you can make money in this business in two ways -- remain a small boutique winery or become large and achieve economies of scale."

Mr. Harish, Marketing Manager of NBL said, "It is no use selling out our business to Pearl Drink and get back what we have invested. We can compete with our competitors successfully and improve our market share if we manufacture wines of varying qualities to suit the varied preferences and pockets of diverse Sections of society. We should also offer price discounts to attract the consumers. There should be wide publicity of our brands throughout the country."

Questions:

- i) Perform SWOT analysis for NBL.
- ii) What strategies would you suggest for NBL for increasing their share of the market?

OR

- b) Strategy includes the determination and evaluation of alternative paths to an already established mission or objective and eventually, choice of the alternatives to be adopted.' Explain the statement underlining the process of strategy formulation.

Q2) a) Technological factors represent major opportunities and threats, which must be taken into account while formulating strategies. Discuss. How can a firm build a sustainable technology based competitive advantage?

OR

- b) Explain the following:

- i) VRIO Framework
- ii) Strategic importance of resources

Q3) a) Discuss the advantages and limitations of growth strategies with examples.

OR

- b) What are generic competitive strategies? Explain.

Q4) a) Discuss: Mc Kinsey's 7s framework for organisational analysis with an illustration.

OR

- b) Discuss the process of strategic evaluation and control in detail.

Q5) a) Explain Difference between blue & red ocean strategies,

OR

- b) Write short notes the following: (Any two)

- i) Total Quality Management (TQM)
- ii) Triple Bottom line.
- iii) Virtual Value Chain.

x

x

x

25 Apr 2019

Total No. of Questions : 5]

SEAT No. :

P4072

[Total No. of Pages : 4

[5565]-3001

M.B.A. - II

301 : STRATEGIC MANAGEMENT

(2016 Pattern) (Semester - III)

Time : 2¼ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*
- 3) *Each question has an internal option.*
- 4) *Support your answer with suitable examples.*

Q1) a) Case Study :

FIFFO LIMITED

At the end of the recent five-year plan, it was estimated that there would be a considerable demand in the manufacturing capacity of power transformers in the country. It was further projected that the gap between demand and the manufacturing capacity would be even larger in the subsequent plans. Thus, anticipating the country's demand in future, FIFFO Limited decided to set up a new unit for manufacturing transformers. This was in addition to the manufacturing capacity already built up at one of the existing factories.

Formal Planning Process

Formal planning was introduced in the very first year of the commencement of activities at the new unit. The planning process at FIFFO Limited included the setting up of broad objectives and the preparation of the three-year forecast. In a letter addressed to departmental heads, the General Manager, Mr. S.K. Patil said, "The time has come to put down on paper the objectives and goals of our organisation and to develop a proper framework whereby we can take a more systematic look at the future we are heading for. This, I believe, can be achieved by involvement and cooperation of all the departmental heads in putting into practice a culture of planning." The responsibility for developing a three-year plan was entrusted to the planning cell, which reported directly to the General Manager. There was a separate controller's office, which looked after budget preparation and the subsequent monitoring of actual performance.

P.T.O.

Goal Setting

Process Planning began each year in the month of April with the establishment of goals by the top management. The top management group consisted of the General Manager and his various functional heads. The goals were set both in qualitative as well as quantitative terms. The quantitative goals were in terms of growth in sales and profits. Commenting on the quantitative goals, Mr. Patil observed that: "Profit is the primary goal".

The planning cell, after collecting all the information, consolidated and integrated the data and prepared operating results and cash flow projections for the three-year period.

Exhibit-I

FIFFO LIMITED

Date	Steps in planning
1st Week of April	Planning cell sends relevant formats to departmental heads, with detailed explanations.
4th Week of April	By the fourth week, the various departments send the formats back to the planning cell, duly filled.
1st Week of May	Planning officer compiles all the data and puts it in an integrated form.
2nd Week of May	The first draft of the plan is discussed in a management group meeting, wherein several suggestions emerge and the draft is thoroughly revised by resolving the conflicting objectives of various departments.
1st Week of June	The final draft of the plan is ready and is sent to corporate headquarters.

b) Responsibility for Plan Preparation

Segment of the Plan	Responsibility
Sale Plan (Order Book Position)	Manager Marketing
Production Plan	Manager (Production)
Materials Plan	Materials Manager
Manpower Plan	Personnel Manager
Township Development Plan	Manager (Projects)
Plan and Final Plan Document	Planning Officer

Before finalising the plans as prepared by the various functional/department heads, a detailed discussion was held. During these discussions various departmental heads explained the basis of their respective plans. The final plan was arrived after resolving the conflicting objectives of various departments.

The Planning-Budgeting Linkage

Immediately after the plan was approved by the Management Group, the process of preparing a detailed budget for the next year was initiated. The three-year plan set out the broad objectives for the first year and projections for the next two years. A detailed exercise had already been conducted in preparing the broad objectives, which served as a basis for the preparation of a detailed budget for the ensuing year. Thus the first year of the plan document, with necessary modifications, became the budget for the next year. The three - year plan document and the budget were, therefore, closely inter-related. It was said that the preparation of a three - year plan was, in a way, a process of creating an organisational climate for a-rigorous and time consuming process of budgeting.

Reactions of Executives

A few executives from the production department had the following comments to make with regard to the formal plan: "The forms are time-consuming and tiresome. Here, when we are already overburdened with our daily routine, who has got time to fill in figures in these lengthy forms. We are more worried about day-to-day problems, rather than about the 3rd year from now."

Executives from other departments commented: "Planning has led to greater participation in the management process and thus, has created a culture of management by participation. The involvement of all of us in the planning process has given us an opportunity to take a wider perspective and has broadened our horizon. Some of us now understand each other's problems in a better way. This has paved the way for better mutual coordination."

"Some of us now feel more confident of taking up higher responsibilities in future. Planning has helped to groom leaders. It has turned us from technocrats to managers and has prevented us from becoming bureaucrats."

"Figures by themselves are not very important. Figures without understanding the process of how to obtain them are irrelevant.— What is important is the process of planning, rather than filling the figures in

prescribed formats. This process had led to greater management participation in shaping the future. Planning has become a frame of mind and a way of thinking. It has become part of our management process.”

Questions:

- i) Evaluate the formal planning process at FIFFO Limited.
- ii) Critically examine the reactions of the various executives as stated in the case.

OR

- b) Define Strategy. Explain any two Corporate Level Strategies with examples.

Q2) a) Explain Value-Chain-Analysis using Porter’s Model?

OR

- b) Write a detail note on Core Competencies of a company. Give industry example.

Q3) a) What do you mean by Generic Competitive Strategies? Explain their use in Strategic Management.

OR

- b) Explain Growth Strategies adopted by Reliance Jio in highly competitive market.

Q4) a) Explain in detail Mc Kinsey’s 7s framework with suitable examples.

OR

- b) What is the role of Balance Score Card in Strategic Management.

Q5) a) Elaborate E – Commerce business models along with strategies for the same.

OR

- b) Write short notes the following: (Any two)

- i) Triple Bottom line.
- ii) People – Planate – Profits.
- iii) Environmental Sustainability.



24 April 2018

Total No. of Questions : 5]

SEAT No. :

P1433

[5365]-3001

[Total No. of Pages : 4

M.B.A. - II

**301 : STRATEGIC MANAGEMENT
(2016 Pattern) (Semester - III)**

Time : 2¼ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Each question carries 10 marks.
- 3) Each question has an internal option.
- 4) Support your answer with suitable examples.

Q1) Case Study:

Bihar Prashasanik Sudhar Mission's SMS based monitoring System With a vision to improve Governance and increase citizen's participation in development, Government of Bihar (GoB) launched "Bihar Prashasanik Sudhar

Mission Society" (BPSM). Having a goal to inform the additional way, the government works in order to deliver better quality services to its entire citizen. BPSM is committed to get positive change all around. The Department for International Development (DFID) is financing the administration of BPSM and is also providing resources to help Govt. Of Bihar to implement administrative reforms, modernize administrative Process, strengthen human resource management and increase accountability under Bihar Government and Administrative Reforms Program (BGARP).

The key challenge for BPSMS was to ensure that it converts itself from lean, flexible and agile Govt. Organization to an organization constantly evolving IT and administrative reform strategies. It required innovation in the areas of training, organizational development and work organization. The scale and scope of the challenge became apparent when the tasks of data collection from blocks were taken by the Bihar Prashasanik Sudhar Mission Society. One of the major hurdles in achieving success for BPSM was the proper monitoring of the daily works and achieves the different Govt. Funded schemes

P.T.O.

and projects. Scheme such a MNREGS, Scholarship Distributions, Indira Awas Yojna and distribution of dress/bicycle are needed to be closely monitored as they are directly concerned with the upliftment of poor and mostly excluded citizens. The need of the new system was an output of highly centralized and orthodox processes of our administrative system. The wait for the report from the block level officers, prevents from quick reviews and actions against the defaulters. Delay in reporting results delay in taking decisions. Since, these schemes and projects are executed at the lowest administrative level of government, i.e. in blocks, and the infrastructure of our blocks is in pitiful status. To overcome this problem, our need was to establish a system whose requirements for successful implementation are lost but has a large coverage area. Due to improper monitoring the poor and needy people couldn't get the actual benefits of these schemes. Use of mobile phone technology was an innovative idea. It demanded less exploration and could provide quick result. It's simple and cheap technology. A plain simple text message was found capable of moving data from one end of the world to another. It also adheres many advantages like low cost monitoring and fastest mode for Information access. In. ten schemes/projects were initially selected.

The block level officers of the different schemes viz. NREGS, Pension, Dress/Bicycle distribution. Scholarship distribution, ICDS. Health, Food, Indira Awas Yojana, Mutation. and rainfall status, send their daily progress report through a simple text SMS. Every Scheme is given a particular code. such as NREGS-BL1, BL denotes Block Level report and I is the scheme code for NREGS; similarly Pension - BL2, Dress/Bicycle - BL3 and so on. A particular reporting format was also designed for each monitored schemes. In NREGS, the daily progress of total expenses in block, no. of presently running schemes and count of today's beneficiary labors were required for the block. The following two character code format was designed for NREGS (BLI), EX - Expense (in Lacs). SC - No. of Schemes and NL - No. of Labors working today. A simple text message of BL1, EX2.24, SC10, NL123 from Program Officer of NREGS was sufficient for acquiring his per day work progress. The SMSs are sent to a centralized SMS server where it is decoded and on the basis of receiving data, different types of reports as well as Graphs are generated. The server keeps tracks of all the received SMSs. Reports are generated on the basis of the Report submitted by the Block Officer. therefore wrong information signed by them result in generation of wrong report.

Thus the responsibility of data rests upon the sender. "Just because that these SMSs are to be sent every day, the efficiency of the blocks has been surprisingly increased", as quoted by a District Magistrate. The reports are published on the internet for the public to bring transparency in the system. Thus, people can know how much dresses & bicycles were distributed in their blocks and the numbers of schemes currently being carried out by NREGA. Thus, the final achievement of this new system is that it generates a noticeable shift towards daily accountability that can enhance performance of Govt. Functioning.

Questions:

- a) Explain how big IT Companies are neglecting their focus from the basic technological use.
- b) Explain the role of strategy formulation in above case.

OR

Describe the process of strategic management. With a neat diagram explain the different elements in the strategic management process.

- Q2)** a) What is value chain? Explain the primary and support activities in value chain. Explain how value chain differ from company to company.

OR

- b) Explain BCG Matrix in detail? Explain how GE Nine Cell model is advantageous over BCG Matrix.

- Q3)** a) Why do firms enter into strategic alliances? How can organizations manage strategic alliances successfully?

OR

- b) Write short notes on:
 - i) Joint Venture strategy.
 - ii) Differentiation Strategies.

- Q4) a)** Explain relevance of Mintzberg's 5Ps strategy implementation. Illustrate with suitable example.

OR

- b) What is Organizational Structure? Explain the levels of Organizational Structure with diagrams wherever necessary.

- Q5) a)** Explain the characteristics and principles of Blue Ocean and Red Ocean strategies in detail.

OR

- b) Write short note on any two:

- i) Strategy Canvas
- ii) Triple bottom line
- iii) e-Commerce Business Models.



Total No. of Questions : 5]

SEAT No. :

P2189

[5465]-3001

[Total No. of Pages : 3

M.B.A. - II

**301 : STRATEGIC MANAGEMENT
(2016 Pattern) (Semester-III)**

Time : 2¼ Hours]

[Max. Marks : 50

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P.T.O.

The need of the new system was an output of highly centralized and orthodox processes of our administrative system. The wait for the report from the block level officers, prevents from quick reviews and actions against the defaulters. Delay in reporting results delay in taking decisions. Since, these schemes and projects are executed at the lowest administrative level of government. i.e. in blocks, and the infrastructure of our blocks is in pitiful status. To overcome this problem, our need was to establish a system whose requirements for successful implementation are lost but has a large coverage area. Due to improper monitoring the poor and needy people couldn't get the actual benefits of these schemes. Use of mobile phone technology was an innovative idea. It demanded less exploration and could provide quick result. It's simple and cheap technology. A plain simple text message was found capable of moving data from one end of the world to another. It also adheres many advantages like low cost monitoring and fastest mode for Information access. In, ten schemes/ projects were initially selected.

The block level officers of the different schemes viz. NREGS, Pension, Dress/ Bicycle distribution, Scholarship distribution, ICDS, Health, Food, Indira Awas Yojana, Mutation, and rainfall status, send their daily progress report through a simple text SMS. Every Scheme is given a particular code, such as NREGS- BL1, BL denotes Block Level report and 1 is the scheme code for NREGS; similarly Pension - BL2, Dress/Bicycle - BL3 and so on. A particular reporting format was also designed for each monitored schemes. In NREGS, the daily progress of total expenses in block, no. of presently running schemes and count of today's beneficiary labors were required for the block. The following two character code format was designed for NREGS (BL1), EX - Expense (in Lacs), SC - No. of Schemes and NL - No. of Labors working today. A simple text message of BL1, EX2.24, SC10, NL123 from Program Officer of NREGS was sufficient for acquiring his per day work progress. The SMSs are sent to a centralized SMS server where it is decoded and on the basis of receiving data, different types of reports as well as Graphs are generated. The server keeps tracks of all the received SMSs. Reports are generated on the basis of the Report submitted by the Block Officer, therefore wrong information signed by them result in generation of wrong report.

Thus the responsibility of data rests upon the sender. “Just because that these SMSs are to be sent every day, the efficiency of the blocks has been surprisingly increased”, as quoted by a District Magistrate. The reports are published on the internet for the public to bring transparency in the system. Thus, people can know how much dresses & bicycles were distributed in their blocks and the numbers of schemes currently being carried out by NREGA. Thus, the final achievement of this new system is that it generates a noticeable shift towards daily accountability that can enhance performance of Govt. Functioning.

Questions:

- i) Explain how big IT Companies are neglecting their focus from the basic technological use.
- ii) Explain the role of strategy formulation in above case.

OR

- b) Who are the stakeholders of an organization ? Explain their roles in strategic management.

Q2) a) “Benchmarking is a tool for comparative analysis”. Justify.

OR

- b) Explain BCG Matrix in detail? Explain how GE Nine Cell model is advantageous over BCG Matrix.

Q3) a) Why do firms enter into strategic alliances? How can organizations manage strategic alliances successfully?

OR

- b) Under what conditions can a joint venture strategy prove to be useful.

Q4) a) Explain relevance of Mintzberg’s 5Ps for strategy implementation. Illustrate with suitable example.

OR

- b) Explain concept of six sigma and its usefulness for strategy implementation of the organization.

Q5) a) Explain the characteristics and principles of Blue Ocean and Red Ocean strategies in detail.

OR

- b) Explain the integrating social and environmental sustainability issues in strategic management.

