

STRATEGIC MANAGEMENT

Time: 3 Hours

Max. Marks: 60

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*Answer Any FIVE Questions  
All Questions Carry Equal Marks  
Question No. 8 is Compulsory*

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1. a Explain why a mission statement should accommodate the future growth of a company. 6 Marks  
b Discuss the importance of globalization on various strategies of MNCs. 6 Marks
2. a What are the core competencies for a successful organization? Suggest the measures to avoid failure and sustain competitive advantage. 6 Marks  
b Discuss the importance of socio-cultural environment in the process of strategic management. 6 Marks
3. a Discuss how Porter's Value Chain concept helps an organization in taking outsourcing decisions. 6 Marks  
b Explain the importance of value and ethics in business strategy formulation. 6 Marks
4. a Examine the impact of corporate strategies on the operational management of a firm. 6 Marks  
b Discuss the various challenges faced during the strategy implementation. 6 Marks
5. a Explain the important requirements for effective strategy control. How to achieve it? 6 Marks  
b What is Benchmarking? Explain the role of a strategist in evaluating the performance using benchmarking? 6 Marks
6. a Examine the threats and opportunities of a firm using the Environmental Threats and opportunities Profile (ETOP). 6 Marks  
b What is Strategic Information System? What ways does it help the management to make informed decisions? 6 Marks
7. a Elucidate the international scenario of mergers and acquisitions. 6 Marks  
b Discuss the importance of organization structure and explain the link between structure and strategy. 6 Marks



8. SR Limited (SR) is a producer of health foods. The company was set up in 2006 12 Marks

by Suman Raj who was formerly a Production Executive with one of the larger producers of packaged foods in India. Mr. Banarjee always wanted to own and operate his own business. He welcomed the change to breakaway from what he termed a giant bureaucracy. In 2007, SR was earning a return on investment of 20 percent. The company sale in that year was Rs. 260 lakh. Mr. Banarjee felt that the firm was very successful but his objective was to increase sales and profits. In his own opinion as a marketer, this could be accomplished without continually adding new products.

The company produced several items like salt free nuts, roasted nuts, dehydrated fruits, and almond and cream biscuits. The other items like packed teas, coffee, vitamins and ice creams produced from other producers and used the SR brand on them. Mr. Banarjee has targeted on middle and upper middle class living in urban areas. Some of his competitors aimed upper middle and luxury class while some others oriented their marketing mix primarily on health conscious people.

SR distributed its products throughout the country using wholesalers. Four Regional managers of the company supervised these. 24 Area managers reported to these Regional managers. In 2009, some of the company operating personnel came up with a new cereal product they felt could be profitably sold by the firm. The product resembled corn flakes in structure, but had a nutty flavour. Further, it contained most of the vitamins recommended by the physicians plus folic acid, minerals, iron and calcium. The feedback upon testing was encouraging; Mr. Banarjee decided to introduce it to the mass consumer market. In his opinion, the major super market chain would be invited to carry this product. He branded the product as X.

Questions:

1. What are the new product launching strategies available for X? Explain.
2. Do you think Mr. Banarjee is following the right distribution strategy?
3. Develop a marketing mix strategy for X.

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