

**Code No: MB1631/R16**

**MBA III Semester Regular/Supplementary Examinations, Nov/Dec-2019**

**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 | What do you mean by strategy and strategic management? Discuss about the factors that shape a company's strategy.              | 6M |
|    | b | Explain how porter's five forces analysis is useful in analyzing competition within an industry.                               | 6M |
| 2. | a | Explain the various stages in the process of strategic management in detail.   | 6M |
|    | b | Explain the essential elements in crafting a strategy.   | 6M |
| 3. | a | Elucidate SWOT analysis as a tool of environmental scanning.   | 6M |
|    | b | What do you mean by leadership? Explain in detail about key strategic leadership actions.                                      | 6M |
| 4. | a | Explain how mergers and acquisitions can create synergy to companies.  | 6M |
|    | b | Explain in detail about the significance of turnaround strategies.   | 6M |
| 5. | a | What are the business level strategies? Explain their significance with suitable examples.                                     | 6M |
|    | b | What do you mean by diversification? Explain different types of diversification strategies in detail.                          | 6M |
| 6. | a | What are the different types of organization structure that can be used in the process of strategy execution in organizations? | 6M |
|    | b | Explain how to build capable organizations for the effective strategy implementation.  | 6M |
| 7. | a | Explain about qualitative and quantitative benchmarking that can be used in performance evaluation.                            | 6M |
|    | b | Discuss about the strategy surveillance in detail  | 6M |

Twinkle fertilizers established a factory in Tamilnadu near Chennai after obtaining an industrial license from the Central Government. It entered into collaboration with a UK firm known for quality and social concern. The market of the company comprised Karnataka, Andhra Pradesh and Kerala. It was assured of feed stocks by government corporations and ministries. A well known Japanese contracting company built the plant. The project cost was Rs. 90 crores. After one year of its operations, the villagers nearly complained that ammonia effluents were polluting their wells and paddy fields.

The company said that the complaints were exaggerated and when verified it was found that the effluents did not contain any unhealthy trends. The surrounding villagers, backed by major political parties intensified agitation. The state government, to pacify the political parties, asked the company to set up an ammonia stripping plant or make alternative arrangements for disposal of ammonia. The CEO of the company approached the central government and sought its intervention stating that his company is victimised by politics. The Central government has sent a directive advising state government to go cautiously on the issue and avoid closure of the company as it would be a serious loss to the economy. It suggested that the company be given more time to control the pollution, if any. The Company announced that it would set up a Rs. 30 Lakh new treatment plant when it closed for maintenance work. Industry lobby has suggested, confidentially to the CEO, he should please politicians by paying bribe of Rs. 10 Lakhs. A consultancy group suggested that the company should undertake some steps to satisfy villagers like employment to locals and setting up school and hospital and a stadium for sports.

Questions :

- (i) Examine the corporate social responsibility of CEO in this context.
- (ii) If you were CEO, what would you do?

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