MB-121

Sl. No.

IV Semester M.B.A. Degree Examination, May/June - 2026

MANAGEMENT

Strategic Management

(Non-CBCS Scheme)

Time : 3 Hours **Maximum Marks : 80**

SECTION - A

Answer any Five sub-questions. Each sub-question carries 3 marks. **(5×3=15)**

1. a) Define strategic management.

b) What do you mean by strategic planning?

c) Define mission.

d) What do you mean by external environment?

e) What is pestle analysis?

f) What do you mean by operational control?

g) What is joint venture?

SECTION - B

Answer any Four questions. Each question carries 5 marks. **(4×5=20)**

2. Explain the characteristics of strategic management.

3. Briefly discuss pitfalls in strategic management.

4. Briefly discuss the condition for joint ventures.

5. Explain global strategic action.

6. Explain functional plans and policies of marketing area.

7. Differentiate between strategic and operational control.

SECTION - C

Answer any Three questions. Each question carries 10 marks. **(3×10=30)**

8. Explain mintzberg 5Ps of strategy.

9. Discuss Robert Kaplan balanced scorecard.

10. Elucidate GE-Nine cell matrix.

11. Discuss behavioral issues in implementation of strategy.

12. Describe the challenges in strategic implementation.

[P.T.O.

SECTION - D

13. Case Study. (Compulsory) **(1×15=15)**

Dr. Harish inherited his father's Dey's Lab in Chennai in 2005. Till 2012, he owned 4 labs in the National Capital Region (NCR). His ambition was to turn it into a National chain. The number increased to 7 in 2013 across the country, including the acquisition of Platinum lab in Mumbai. The number is likely to go to 50 within 2-3 years from 21 at present. Infusion of Rs. 28 crores for a 26% stake by Pharma Capital has its growth strategy. The lab with a revenue of Rs. 75 crores is among top three Pathological labs in India with Atlantic (Rs. 77 crores) and Pacific (Rs. 55 crores). Yet its market share is only 2% of Rs. 3,500 crores market. The top 3 firms command only 6% as against 40-45% by their counterparts in the USA. There are about 20,000 to 1,00,000 standalone labs engaged in routine pathological business in India, with no system of mandatory licensing and registration. That is why Dr. Harish has not gone for acquisition or joint ventures. He does not find many existing laboratories meeting quality standards. His six labs have been accredited nationally whereon many large hospitals have not thought of accreditation. The College of American Pathologists accreditation of Dey's lab would help it to reach clients outside India. In Dey's Lab, the bio-chemistry and blood testing equipments are sanitized every day. The bar coding and automated registration of patients do not allow any identity mix-ups. Even routine tests are conducted with highly sophisticated systems. Technical expertise enables them to carry out 1650 variety of tests. Same day reports are available for samples reaching by 3 p.m. and by 7 a.m. next day for samples from 500 collection centers located across the country. Their technicians work round the clock, unlike competitors. Home services for collection and reporting is also available. There is a huge unutilized capacity. Now it is trying to top other segments. 20% of its total business comes through its main laboratory which acts as a reference lab for many leading hospitals. New mega labs are being built to encash preclinical and multi-centre clinical trials.

Questions:

i. What do you understand by the term Vision? What is the difference between 'Vision' and 'Mission'? What vision Dr. Harish has at the time of inheritance of Dey's lab? Has it been achieved?

ii. For growth what business strategy has been adopted by Dr. Harish?

iii. What is the marketing strategy of Dr. Harish to overtake its competitors?

iv. In your opinion what could be the biggest weakness in Dr. Harish business strategy?
