MBHC-3.2

Sl.No. : **Total No. of Pages : 3**

III Semester M.B.A. Degree Examination, June/July - 2024
(CBCS) (SLM Scheme)
MANAGEMENT
Strategic Management

Time : 3 Hours **Max. Marks : 80**

SECTION - A

Answer any five questions. Each question carries five marks. [5 × 5 = 25]

Q1) Define strategy. Explain the 5ps of strategic management.

Q2) State the importance of strategic management.

Q3) What are the characteristics of mission statement?

Q4) Discuss the factors of environmental analysis.

Q5) State the importance of strategic formulation.

Q6) Bring out the various tools of strategic implementation. Explain any one.

Q7) Write a note on BCG Matrix.

SECTION - B

Answer any four questions. Each question carries ten marks. [4 × 10 = 40]

Q8) Discuss the nature and scope of strategic management.

Q9) Explain the process of strategic management.

Q10) Discuss the porters five force model of industry analysis.

Q11) Describe the steps involved in strategic control.

Q12) Explain the various factors of competitive advantages.

Q13) Critically evaluate the different issues in strategic management.

SECTION - C

Q14) Case (Compulsory) : **[1 × 15 = 15]**

For ITC Ltd., 2007-2008 continued to be year of quiet growth. Just more launches in its relatively new segment of non-cigarettes fast moving consumer goods and solid growth. As in the past few years, ITC's non-cigarettes businesses continued to grow at a scorching pace, accounting for a bigger share of overall revenues. "The non-cigarette portfolio grew by 37.6% during 2006-2007 and accounted during that year for 52.3% of the company's net turnover." An ITC spokesman said. In fact, over the first three quarters of 2007-08, ITC's non-cigarette FMCG businesses have grown by 48% on the same period last year, "Indicating that its plans for increasing market share and standing are succeeding."

The branded packaged foods business continued to expand rapidly, with the focus on snacks range Bingo. The biscuit category continued its growth momentum with the,, Sun feast "range of biscuits launching Coconut and Nice" variants and the addition of Sunfeast BenneVita Flaxsee biscuits. Ashirwad Atta and kitchen ingredients retained their top slots at the national level, with the spice's category adding an organic range. In the confectionery category which grew by 38% in the third quarter, ITC cited ACNielsen data it claims market leader status in throat lozenges. Instant mixes and pasta powdered the sales of its ready to eat foods under the kitchens of India and Ashirwad brands.

In Lifestyle apparel, ITC launched Miss Players fashion wear for young women to complement its range for men.

Overall, the biscuit category grew by 58% during the last quarter, ready to eat foods under the kitchens of India and Ashirwad brands by 63% and the lifestyle business by 26%

For the Industry, the most significant initiative to watch the ITC foray into premium personal care products with its Fiama Di Wills range of shampoos, conditioners, shower gels and soaps.

In the popular segment, ITC has launched a range of soaps and shampoos under the brand name Superia.

Ravi Naware, Chief executive of ITC's food business was quoted recently as saying that the business will make a positive contribution to ITC's bottom line in the next two to three years.

In hotels, ITC's Fortune Park brand was making the news during the year, with a rapid rollout of first- class business hotels.

In the agri-business segment, the e-choupal network is trying out a pilot in retailing fresh fruits and vegetables. The e-choupals have already specialized in feeding ITC high quality wheat and potato, among other commodities grown by farmers with help from e-choupal.

Questions :

a) Do you think the progress of ITC Ltd. is realistic?

b) After analysing the above case, do you think every company should aim at cost leadership with high quality product?

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