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Third Semester M.B.A. Degree Examination, March/April 2021

(CBCS - 2014-15 onwards)

Management

**Paper 3.1 - STRATEGIC MANAGEMENT AND CORPORATE GOVERNANCE**

Time : 3 Hours]

[Max. Marks : 70

SECTION - A

Answer any **FIVE** questions, each carries **5** marks :

(5 × 5 = 25)

1. Discuss the issues that are relevant for strategic decision making.
2. Explain PESTEL framework and illustrate with suitable examples.
3. What is Strategic Information System? What ways does it help the management to make informed decisions?
4. Write short notes on :
  - (a) Joint ventures
  - (b) Competitive strategies.
5. Define 'Mission' in your own words. Mention the characteristics of a good mission statement.
6. Discuss the McKinsey's 7s framework for organizational analysis.
7. What is Corporate Governance? State the concept and principles of corporate governance.

SECTION - B

Answer any **THREE** questions, each carries **10** marks :

(3 × 10 = 30)

8. The record of M and A world over has not been impressive. What can be the reasons for the failure of M and A? Discuss.
9. Explain the concept of Cost Leadership strategy. Illustrate your answer with suitable examples.
10. Describe the GE nine cell matrix technique used for analyzing corporate Portfolio.
11. What do you mean by Value Chain Analysis? Discuss the significance of Value Chain.

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SECTION - C

Compulsory Question :

(1 × 15 = 15)

12. CASE STUDY :

“Healthy Me”, popularly known as HM is a producer of health foods. The company was set up in 2006 by Rajeev Banerjee who was formerly a Production Executive with one of the larger producers of packaged foods in India. Mr. Banerjee always wanted to own and operate his own business. He welcomed the chance to break away from what he termed a giant bureaucracy.

In 2007, HM was earning a 20% on return on investment. The company sale in that year was INR 260 lakh Mr. Banerjee 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 HM brand on them.

Mr. Banerjee 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.

HM 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 2019, 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 flavor. 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. Banerjee 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 CRUNCHY FLAKES.

Questions :

- (a) What are the new product launching strategies available for CRUNCHY FLAKES? Explain.
- (b) Do you think Mr. Banerjee is following the right distribution strategy?
- (c) Develop a marketing mix strategy for CRUNCHY FLAKES.