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**III Semester M.B.A. Degree Examination, May/June 2023
(CBCS Scheme)
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. Explain SM model.
2. What is GAP analysis ?
3. Discuss the importance of SWOT analysis.
4. What is Blue Ocean Strategy ?
5. What are the benefits of corporate governance ?
6. What is PESTEL analysis in strategic management ?
7. How does strategic planning help during economic crisis ?

SECTION – B

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

(10×3=30)

8. Discuss the role of corporate governance in strategic management.
9. Discuss the various steps of SWOT analysis in strategic management.
10. What are the strategic issues involved managing technology and innovation ?
11. Discuss the organizations accountability to its Board of Directors and role and responsibilities of board.

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SECTION - C

(15×1=15)

Compulsory Question :

12. CASE STUDY :

Sweet Drinks Ltd. is a drinks company whose core business is manufacturing and selling soft drinks to 80,000 outlets throughout India. The business of the company is good with annual turnover exceeding three billion of rupees. Profits are good and shareholders are often rewarded with lucrative dividends and bonuses. Four years back the company has diversified into the alcoholic drinks industry and has taken-over two small breweries located in western India. The company has also diversified into hotels with purchase of twenty-five hotels of three/four star category across the country. To its advantage the company has been able to obtain a monopoly for the sale of its soft drinks in its hotels and is beginning to establish itself as a brand name in the brewery industry. Part of the strategy of the company is to continue to purchase hotels, particular by targeting National Capital Region of Delhi where tourism is likely to pick up with the forthcoming commonwealth games. The company also intends to construct a five star hotel in Gurgoan to take tax advantage announced recently by the finance ministers. Everything was going on well until recently, when a public interest litigation from NGO accused the company of indulging in surrogate advertising of its brewery products. In fact the company has similar brand names for its soft drinks and brewery products. This triggered a lot of protests and demonstrations against the company. Newspapers were flooded with the articles against the company. There were also some demonstrations and some small incidents of stone pelting in a few of its hotels.

Answer the following questions :

- a) Discuss the factors related to SWOT analysis for the company.
- b) Explain how Sweet Drinks Ltd. is achieving synergy.
- c) Explain the nature of diversification adopted by the company.