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551

Fourth Semester M.B.A. Degree Examination, May/June 2017
BUSINESS ADMINISTRATION
Strategic Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Sri Dharmasthala, Munatheshwara
College of Business Management, Mangalore
Post Graduate Centre for Management
Studies and Research Library

Note : Answer to the question should **not** exceed **six** pages. **(1×15=15)**

1. Define objectives and how are they set ? Write mission statements of any 2 organisations. Explain the steps of comprehensive model of strategic management process briefly.

SECTION – B

Note : Answer **any five** questions. **Each** question carries **8** marks. Answer to the questions should **not** exceed **six** pages. **(5×8=40)**

2. How can Value-Chain analysis help to identify a company's strength and weaknesses ?
3. Explain the framework for competitive analysis.
4. Explain the types of Business Level Strategies.
5. Write a model of GE's-Nine Cell matrix. How it is used to perform a business portfolio analysis ?
6. What is the relevance of the Resource – Based View (RBV) of the firm to strategic management in a global environment ?
7. Why do you think a Balanced Score Card (BSC) is a better techniques of scanning ?
8. Explain the steps involved in Strategy Implementation.
9. What are the Stakeholder responsibilities of the organisation, including Ethical Behaviour and Social Responsibility ?



SECTION – C
(Compulsory)

Note: Answer to the question should **not** exceed **six** pages. (1×15=15)

10. Case Analysis :

After 58 years of peddling hospitality through its chain of luxury hotels, the famous Oberoi name is about to be transformed into a consumer products brand. East India hotels has drawn up plans to become a multi-product, multi-divisional empire through a series of diversification moves.

The expansion will see the high profile hotel group venture into unfamiliar terrain – food processing, edible oils, tissue paper and health care. These will be in addition to the existing software division.

The Management has been restructured over the past year. More professional have been brought in to take charge of operational responsibilities. Certain directors were also relieved of their operational duties in order to permit them to pay full attention to diversification.

The first move will see the launch of a variety of processed foods covering every meal from breakfast to dinner as well as chocolates, spices and mineral water. But can a service name used to sell food products ? The plan is to target only the up market segment by feeding on as well as nourishing the brand's reputation. Edible oil, for instance, will be positioned as a product of speciality cooking. The Oberoi brand name is also to be extended to international quality tissue paper. The Oberois, after the experience of managing the catering division of a major hospital in Saudi Arabia, now plan to set up a 250 bed, Rs. 40 crore hospital in Delhi with US or Australian collaboration. The Oberoi software division has already started selling its hotel management packages in the domestic market and is planning to enter the International market using an International tie-up.

What links these projects together is the fact that each of them will have the expertise of a foreign collaboration with an enquiry stake in joint ventures.

Meanwhile, the hotel business is still part of the main blueprint and three-star hotels are coming up at 18 locations across the country with a joint venture through ACCER of France. The International presence is also being strengthened through hotels coming up at Budapest, Indonesia and Saudi Arabia.

Questions :

- 1) Has East India hotels capitalized on its strengths in its growth plan ? If so, how ?
- 2) What are the internal and external weaknesses the company has attempted to overcome in its growth plan and how ?