

D Y Patil Agriculture & Technical University, Talsande

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| Year :2024-25 Program: MBA-ABM | School of Agribusiness Management | Department of Agribusiness Management |
| Course Code: MABM001301 | Course Title: Strategic Management for Agri Business Enterprises | Semester- III |
| Day and Date: Tuesday,17/12/2024 | End Semester Examination (ESE) | Time: 1:00-3:00 p.m. Max Marks: 50 |

- Instructions:**
- 1) All questions are compulsory
 - 2) Assume suitable data wherever necessary
 - 3) Figures to the right indicate full marks

| | | Marks | Bloom's Level | CO |
|------------|--|-----------|---------------|----|
| Q.1 | Solve Any 2 | | | |
| | A Discuss the process of strategic evaluation and control in detail. | 5 | L2 | 3 |
| | B Differentiate Horizontal Integration and Vertical Integration. | 5 | L4 | 4 |
| | C Assess McKinsey's 7 framework model. | 5 | L6 | 5 |
| Q.2 | Solve Any 2 | | | |
| | A Describe Porter's five forces model with example? | 10 | L2 | 3 |
| | B Outline BCG matrix? What are its uses and limitations? | 10 | L4 | 4 |
| | C Interpret the differences between concentric diversification and conglomerate diversification | 10 | L6 | 5 |
| Q.3 | Case study/Practical Application Based Question (Compulsory) | | | |
| | A Assess strategic issues of Kingfisher Airlines? Analyze the vital reason for its dropdown? | 10 | L6 | 4 |
| | B Evaluate and explain any four growth strategies of an organization to increase their profits. | 10 | L6 | 5 |



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| | Q.1 Solve Any 2 | Marks | Bloom's Level | CO |
|--|---|-------|---------------|----|
| | A Explain mission? Explain key elements in developing a mission statement. | 5 | L2 | 3 |
| | B Analyze organizational vision? Discuss its characteristics. | 5 | L4 | 4 |
| | C Assess McKinsey's 7 framework model. | 5 | L6 | 5 |
| | Q.2 Solve Any 2 | | | |
| | A Define environmental analysis. Discuss components of a company's external environment. | 10 | L2 | 3 |
| | B Draw and analyze the process of Strategic Management. List the elements of Strategic Management. | 10 | L4 | 4 |
| | C Evaluate various phases of strategy formulation with an illustration. | 10 | L6 | 5 |
| | Q.3 Case study/Practical Application Based Question (Compulsory) | | | |
| | A Goyal Auto Industries is a manufacturer and exporter of Auto parts with an annual turnover of Rupees one thousand crores. It employs about 2,000 persons in its factory in Punjab and its other offices in India and abroad. The personnel Administration and Human resources Department of the company is headed by Mr. Vikram Kapoor, the Chief Personnel Manager. Mr. Vikram Kapoor, an Automobile Engineer joined the company 5 years ago as Product Development Manager. After a successful stint of 4 years as Product Development Manager, he was transferred to Personnel Administration and Human Resources Department as the Chief Personnel Manager as a part of Career development plan. Mr. Vijay, MBA in Human Resources from a renowned Business school, joined the company as Personnel Manager only 3 months back. He reported to Mr. Vikram Kapoor, the Chief Personnel Manager. He handled all routine personnel and industrial relations matters. One day, during informal discussion with Mr. Vikram Kapoor, Mr. Vijay suggested him of linking Human Resources Management with Company's strategic goals and objectives to further improve business performance and also to develop Organizational culture that fosters more innovative ideas. He also advocated creating abundant "Social Capital" on the ground that people tend to be more productive in an environment which has trust | 20 | L6 | 4 |

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and goodwill embedded in it rather than which is highly hierarchical and formal. Mr. Vikram Kapoor disagreed with Mr. Vijay and told him that the role of Human Resources Department was only peripheral to the business and all his suggestions about its strategic role were beyond the purview of Personnel Administration and Human Resources Department. After this, Mr. Vijay started having number of arguments with Mr. Vikram Kapoor on several issues relating to personnel and industrial relations since he felt that a person with a degree in Human Resources Management, he was in a far better position to run Personnel Administration and Human Resources Department. Mr. Vikram Kapoor, the Chief Personnel Manager had often shown his displeasure on Mr. Vijay's argumentative tendency and had made it known to the General Manager. The General Manager called Mr. Vikram Kapoor in his office to inform him that he has been selected for an overseas assignment. He further told him to find a suitable person as his successor, he even suggested Mr. Vijay as a possible candidate. Mr. Vikram Kapoor, however, selected Mr. Ram, who was working as Training Manager in a Multinational Company for the last 5 years. Mr. Vijay soon started having arguments with Mr. Ram also over number of issues relating to industrial relations since he felt that he had no experience in handling industrial relations matters. Mr. Ram now realized that Mr. Vijay was trying to make things difficult for him. After a series of meetings with the General Manager, Mr. Ram eventually succeeded in convincing him to transfer Mr. Vijay to an office outside Punjab. On learning about his impending transfer, Mr. Vijay wrote a letter to the General Manager giving details of various instances, when Mr. Ram had shown his incompetence in handling problematic situations. When asked for explanation by the General Manager, Mr. Ram had refuted almost all the allegations. The General Manager accepted his explanation and informed Mr. Vijay that most of his allegations against Mr. Ram were unwarranted and baseless. He further advised him to avoid confrontation with Mr. Ram. Mr. Vijay then wrote a letter to the Chairman repeating all the allegations against Mr. Ram. On investigation, the Chairman found most of the allegations were true. He then called all the three-the General Manager, the Chief Personnel Manager and the Personnel Manager in his office and requested them to forget the past and henceforth to work in coordination with each other in an environment of Trust and Goodwill.

Required:

- (a) **Identify and discuss the major issues raised in the case.**
- (b) **Comment on the recruitment of the two Chief Personnel Managers.**
- (c) **Would you justify Mr. Vijay's argumentative tendency with the Chief Personnel Manager? Give reasons for your answer.**
- (d) **Do you agree with suggestion offered by Mr. Vijay to link Human Resources Management with the company's strategic goals? If yes, suggest prominent areas where Human Resources Department can play role in this regard.**



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| Q.1 | Solve Any 2 | | | |
| | A Draw and explain Ansoff's product-market matrix. | 5 | L2 | 3 |
| | B Differentiate Horizontal Integration and Vertical Integration. | 5 | L4 | 4 |
| | C Assess environmental scanning. Write about its underlying factors. | 5 | L6 | 5 |
| Q.2 | Solve Any 2 | | | |
| | A Explain the different leadership styles and theories. Explain any one theory with an illustration. | 10 | L2 | 3 |
| | B Assess Mckinsey 7's framework and its importance for an Organization. | 10 | L4 | 4 |
| | C Analyze different types of Strategies. | 10 | L6 | 5 |
| Q.3 | Case study/Practical Application Based Question (Compulsory) Explain types of Organization Structure .Write short note on most suitable form of organization structure having multiple products. | 20 | L6 | 5 |



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