

# D Y Patil Agriculture & Technical University, Talsande

<b>Year and Program:</b> MBA-ABM 2023-24	<b>School of Agri Business Management</b>	<b>Department of Management</b>
<b>Course Code:</b> MABM001301	<b>Course Title</b> Strategic Management	<b>Semester – III</b>
<b>Day and Date:</b> Wednesday, 3/1/2024	<b>End Semester Examination (ESE)</b>	<b>Time: 9:20 a.m. to 12.20 p.m.</b> <b>Max Marks: 100</b>

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

Q.1	Short Answer Type Questions (Attempt any 5)	Marks	Bloom's Level	CO
	a) Define Strategic Intent. Explain hierarchy of strategic intent and its importance in strategic decision making?	6	L2	1
	b) What is Mission? Describe its elements in detail with suitable examples?	6	L3	2
	c) What is environmental scanning? Write about its underlying factors	6	L3	2
	d) What is the difference between internal and external environment?	6	L2	3
	e) Define strategic control. Explain the guidelines for effective strategic control.	6	L2	4
	f) Differentiate Horizontal Integration and Vertical Integration.	6	L5	5
Q.2	<b>Long Answer Type Questions (Attempt any 5)</b>			
	a) Draw and describe the process of Strategic Management. List the elements of Strategic Management.	10	L4	5
	b) What do you understand by the term 'objectives' & 'goals'? Explain these terms by giving five examples each.	10	L6	6
	c) What is BCG matrix? What are its uses and limitations?	10	L4	6
	d) Briefly explain Porter's five forces model with example?	10	L3	5
	e) Describe 7's framework of Mckinsey and its importance for an Organization	10	L3	5
	f) Bring out the differences between concentric diversification and conglomerate diversification.	10	L4	4
Q.3	What were the strategic issues of Kingfisher Airlines? Discuss the vital reason for its dropdown?	20	L6	6

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	<b>Q.1 Short Answer Type Questions (Attempt any 5)</b>	<b>Marks</b>	<b>Bloom's Level</b>
	a) Define Strategic Management. Explain briefly characteristics of Strategic Management.	6	L2
	b) Assess McKinsey's 7 framework model.	6	L3
	c) What is organizational vision? Discuss its characteristics.	6	L3
	d) What is mission? Explain key elements in developing a mission statement.	6	L2
	e) Discuss porter's five force model.	6	L2
	f) Define leadership? Explain any two leadership styles.	6	L5
	<b>Q.2 Long Answer Type Questions (Attempt any 5)</b>		
	a) Differentiate Horizontal Integration and Vertical Integration.	10	L4
	b) Discuss the steps involved in process of strategic control.	10	L6
	c) Outline and discuss any four growth strategies of an organization to increase their profits.	10	L4
	d) Define environmental analysis. Discuss components of a company's external environment.	10	L3
	e) Explain the various phases of strategy formulation with an illustration.	10	L3
	f) Draw and describe the process of Strategic Management. List the elements of Strategic Management.	10	L4
<b>Q.3</b>	Sahni 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. Amit Kapoor, the Chief	20 (6+4+5+5)	L6

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	<p>Personnel Manager. Mr. Amit 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.</p> <p>Mr. Vikas, MBA in Human Resources from a renowned Business school, joined the company as Personnel Manager only 3 months back. He reported to Mr. Amit Kapoor, the Chief Personnel Manager. He handled all routine personnel and industrial relations matters. One day, during informal discussion with Mr. Amit Kapoor, Mr. Vikas 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 and goodwill embedded in it rather than which is highly hierarchical and formal. Mr. Amit Kapoor disagreed with Mr. Vikas 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. Vikas started having number of arguments with Mr. Amit 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. Amit Kapoor, the Chief Personnel Manager had often shown his displeasure on Mr. Vikas's argumentative tendency and had made it known to the General Manager. The General Manager called Mr. Amit 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. Vikas as a possible candidate. Mr. Amit Kapoor, however, selected Mr. Balram, who was working as Training Manager in a Multinational Company for the last 5 years. Mr. Vikas soon started having arguments with Mr. Balram also over number of issues relating to industrial relations since he felt that he had no experience in handling industrial relations matters. Mr. Balram now realized that Mr. Vikas was trying to make things difficult for him. After a series of meetings with the General Manager, Mr. Balram eventually succeeded in convincing him to transfer Mr. Vikas to an office outside Punjab. On learning about his impending transfer, Mr. Vikas wrote a letter to the General Manager giving details of various instances, when Mr. Balram had shown his incompetence in handling problematic situations. When asked for explanation by the General Manager, Mr. Balram had refuted almost all the allegations. The General Manager</p>		
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		<p>accepted his explanation and informed Mr. Vikas that most of his allegations against Mr. Balram were unwarranted and baseless. He further advised him to avoid confrontation with Mr. Balram. Mr. Vikas then wrote a letter to the Chairman repeating all the allegations against Mr. Balram. 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.</p> <p><b>Required:</b></p> <p><b>(a) Identify and discuss the major issues raised in the case.</b></p> <p><b>(b) Comment on the recruitment of the two Chief Personnel Managers.</b></p> <p><b>(c) Would you justify Mr. Vikas argumentative tendency with the Chief Personnel Manager? Give reasons for your answer.</b></p> <p><b>(d) Do you agree with suggestion offered by Mr. Vikas 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.</b></p>		
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d)	What is the difference between internal and external environment?	6	L2	3
e)	Define strategic control. Explain the guidelines for effective strategic control.	6	L2	4
f)	Differentiate Horizontal Integration and Vertical Integration.	6	L4	5
Q.2	<b>Long Answer Type Questions (Attempt any 5)</b>			
a)	Differentiate between growth through concentric and conglomerate diversification strategies?	10	L4	5
b)	Discuss the process of strategic evaluation and control in detail.	10	L6	6
c)	Describe in detail the strategic management process in non-profit organizations.	10	L4	6
d)	Briefly explain Porter's five forces model with example?	10	L3	5
e)	Assess Mckinsey 7's framework and its importance for an Organization	10	L3	5
f)	Explain the different leadership styles and theories. Explain any one theory with an illustration.	10	L5	4
Q.3	Choose any one MNC operates in India and apply SWOT Analysis for that MNC.	20	L6	6

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