

**SECOND SEMESTER M.Com. DEGREE EXAMINATION
AUGUST 2013**

(CUCSS)

MC 2C 10 – STRATEGIC MANAGEMENT

Time : Three Hours

Maximum : 36 Weightage

Part A

(Very Short Answer Questions)

Answer all questions.

Each question carries 1 weightage.

1. State the difference between Corporate strategy and Competitive strategy.
2. What is the difference between Strategic plan and Operative plan?
3. What is portfolio strategy?
4. Define strategic intent.
5. What is conglomerate diversification?
6. What is core competence? How does it influence business strategy?

(6 × 1 = 6 weightage)

Part B

Answer any six questions.

Each question carries 3 weightage.

7. Explain the levels at which strategy operates in a business.
8. Discuss the various steps involved in group decision-making.
9. Briefly explain the growth strategies.
10. Briefly explain the organisational structure for strategy implementation.
11. What are the techniques of strategy evaluation and control?
12. Write notes on :
 - (a) Concentric diversification.
 - (b) Unrelated diversification.
13. Explain the cost leadership and sustain competitive advantage with suitable examples.
14. What is the relevance of environmental scanning and diagnosis?

(6 × 3 = 18 weightage)

Turn over

Part C

Answer any two questions.

Each question carries 6 weightage.

15. What is retrenchment strategy? Explain some of the retrenchment strategies.
16. What is a trading block? Explain some of the important trading blocks in the world. What is the importance of SWOT analysis in international business?
17. *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 Gurgaon 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 analyses for the company.
- (b) Explain how Sweet Drinks Ltd is achieving synergy.
- (c) Explain the nature of diversification adopted by the company.

(2 × 6 = 12 weightage)