

Internal Assessment Test - III

Sub:	STRATEGIC MANAGEMENT	Code:	17MBA25
Date:	22/05/2018	Duration:	90 mins
		Max Marks:	40
		Sem:	II
		Branch:	MBA

		Marks	OBE	
			CO	RBT
Part A - Answer Any Two Full Questions (16*02=32 Marks)				
1 (a)	Define Business environment.	[02]	CO2	L1
	(b) Discuss in detail BCG Matrix with a suitable example.	[06]	CO3	L2
	(c) “Diversification is a need of any business”. Justify the statement and also discuss the types of diversification with a suitable example of each.	[08]	CO4	L5
2 (a)	List down the names of two companies that have recently undergone expansion in their operations.	[02]	CO1	L1
	(b) Write a detailed note on the following:	[06]	CO3	L3
	i) Innovation strategy			
	ii) Turnaround Strategies			
	(c) Summarize the factors affecting the internal and external environment.	[08]	CO4	L2
3 (a)	What are annual objectives? Give example.	[02]	CO2	L1
	(b) Explain GE 9 cell planning grid with a suitable example.	[06]	CO1	L4
	(c) Analyse the role of Leadership and Culture in institutionalizing the strategies.	[08]	CO3	L4
Part B - Compulsory (02*04=08 marks)				
4	The coffee market in India has been growing due to the demand for ready to drink coffee and has become a part of an individual’s daily consumption basket. Due to changing cultures, consumers are becoming aware of domestic and foreign brands, which are boosting the consumption levels.			
	The export promotion schemes and other subsidies by the GOI, and increasing trend of eating out coupled with the rising share of young population has driven the market. Well-established coffee shop chains, such as Cafe Coffee Day (CCD) and Barista, enhanced their pan-India presence in the latter part of the review period. In 2010, Cafe Coffee Day and Barista had 970 and 200 stores, respectively, and they aim to continue expanding in the next few years.			

Meanwhile, several relatively new players, such as Costa Coffee, Coffee Bean, Gloria Jean's and Java Coffee, are trying to establish a footing in Indian coffee retailing. Both these factors drove on-trade consumption of fresh coffee beans in 2010, with volumes growing by 12%. On-trade sales have emerged as the primary sales channel for fresh coffee beans, in the absence of any appreciable off-trade consumption.

(a) What were the major advantages of expansion to CCD and Barista?

CO4 L1

(b) Discuss the factors that lead to the growth of these two coffee giants.

CO3 L2

Course Outcomes		PO1	PO2	PO3	PO4	PO5	PO6	PO7		
CO1:	Formulate a strategic plan that operationalizes the goals and objectives of the firm.		3b					2a		
CO2:	Use management concepts to analyze complex business situations	1a 3a								
CO3:	Associate with various Strategic Management models for Business situations		1b		3c		2b			
CO4:	Ability to evaluate and critique theories and models in corporate environment.		4a			2c	1c 4b			

Cognitive level	KEYWORDS
L1	List, define, tell, describe, identify, show, label, collect, examine, tabulate, quote, name, who, when, where, etc.
L2	summarize, describe, interpret, contrast, predict, associate, distinguish, estimate, differentiate, discuss, extend
L3	Apply, demonstrate, calculate, complete, illustrate, show, solve, examine, modify, relate, change, classify, experiment, discover.
L4	Analyze, separate, order, explain, connect, classify, arrange, divide, compare, select, explain, infer.
L5	Assess, decide, rank, grade, test, measure, recommend, convince, select, judge, explain, discriminate, support, conclude, compare, summarize.

PO1 - Knowledge application; PO2 - Analytical and logical thinking; PO3 - Team work; PO4 - Leadership; PO5 - life-long learning; PO6 - Analyze and practice aspects of business; PO7- Personal and Societal growth;