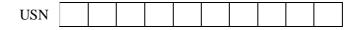
CMR INSTITUTE OF TECHNOLOGY





Internal Assesment Test - III

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

				BE
		Marks	СО	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: i) Innovation strategy ii) Turnaround Strategies	[06]	CO3	L3
(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.

CO4	L1

L2

CO3

- (a) What were the major advantages of expansion to CCD and Barista?
- (b) Discuss the factors that lead to the growth of these two coffee giants.

Course Outcomes			PO2	PO3	PO4	PO5	P06	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	
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;