

CBCS SCHEME

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Second Semester MBA Degree Examination, Dec.2019/Jan.2020 Strategic Management

Time: 3 hrs

Max. Marks:100

Note: 1. Answer any **FOUR** full questions from Q.No.1 to 7.
2. Q.No. 8 is compulsory.

- 1 a. State the importance of Strategic Management. (03 Marks)
b. Explain the benefits of Integration. (07 Marks)
c. Explain the Strategic Management process. (10 Marks)
- 2 a. What is differentiation Strategy? (03 Marks)
b. List out the benefits of Strategic Alliances. (07 Marks)
c. Describe BCG matrix. (10 Marks)
- 3 a. What is a Strategic fit? (03 Marks)
b. Explain value chain Analysis. (07 Marks)
c. Explain Porter's five forces framework. (10 Marks)
- 4 a. What is Mission? (03 Marks)
b. List out the essentials of Balanced Score Card. (07 Marks)
c. Explain the Benchmarking process. (10 Marks)
- 5 a. What are Turnaround Strategies? (03 Marks)
b. Explain diversification Strategies. (07 Marks)
c. Describe the levels of Strategies. (10 Marks)
- 6 a. What is business Planning? (03 Marks)
b. List out the benefits of mergers. (07 Marks)
c. Explain PESTLE Analysis. (10 Marks)
- 7 a. What is Strategic Vision? (03 Marks)
b. Explain the importance of SWOT Analysis. (07 Marks)
c. Describe the essential features of GE nine cell planning grid. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg. 42+8 = 50, will be treated as malpractice.

CASE STUDY

In 2006-07 PTC food division decided to enter the fast growing (20-30% annually) snacks segment, an altogether new to it. It had only one national competitor-Trepsico's Trito. After a few year its Wafer snack brand Ringo, fetched 20% market share across the country. Ringo's introduction was coincided with the cricket World cup. The wafer snacks market is estimated to be around Rs.250 crores.

The company could take the advantage of its existing distribution network and also source potatoes from farmers easily. Before PTC could enter the market, a cross functional team made a customer survey through a marketing research group in 14 cities of the country to know about the snacks of eating habits of people. The results showed that the customers within the age group of 15-24 years were the most promising for the product as they were quite enthusiastic about experimenting new snack taste. The company reported to its chefs come out with 16 flavours with varying tastes suiting to the targeted age-group.

The company decided to target the youngsters as primary target on the assumption that, once they are lured in, it was easier to reach the whole family. Advertising in this category was extremely crowded. Every week two-three local products in new names were launched, sometimes with similar names, To break through this clutter the company decided to bank upon humor appeal.

The industry sources reveal that PTC spent about 50 crores on advertisements and used all possible media print and electronic, both including the creation of its own website- WWW. Ringoringoyoungo.Com with offers of online games, contests etc. Mobile phone tone downloading was also planned which proved very effective among teenagers. The site was advertised in all dot com networks. EMTV, Shine TV, BEE TV and other important channels were also used for its advertisement along with FM radio channels in about 60 cities with large hoardings at strategic places.

Analysts believe that Ringo's success story owes a lot of PTC's widespread distribution channels and aggressive advertisements. Humor appeal was a bit success. The 'RINGO' was made visible by painting the railway bogies paving across the states. It has also been successful to induce Lovely Brothers. Future group to replace Trito in Big Bazar and chain of food bazaars. PTC is paying 4% higher margin than Trepsico to future group and other retailers.

Ringo gave Trepsico a run for its money. Trito's share has already been reduced considerably retail tie-ups, regional flavors, regional humor appeals have helped PTC. But PTC still wants a bigger share in the market and in foreign market also, if possible.

Question:

- a. Explain the theoretical framework of SWOT analysis. (04 Marks)
- b. What are the strengths of PTC? (04 Marks)
- c. What are the weaknesses of PTC for entering into the branded snacks market? (04 Marks)
- d. What kind of marketing strategy was formulated and implemented for Ringo? What else need to be done by Ringo so as to enlarge its market? (08 Marks)

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