

**D 72539**

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Name.....

Reg. No.....

**THIRD SEMESTER M.B.A. DEGREE EXAMINATION, DECEMBER 2019**

(CUCSS)

M.B.A.

**BUS 3C 17—ADVANCED STRATEGIC MANAGEMENT**

(2016 Admissions)

Time : Three Hours

Maximum : 36 Weightage

**Part A**

*Answer all the questions.*

*Each question carries 1 weightage.*

1. Define Strategic Management.
2. What is the difference between Goal and Objective ?
3. What is value chain partnership ?
4. Explain Co-operative Business Strategy ?
5. Define Mission ?
6. Explain 'Power Dynamism Matrix' ?

(6 × 1 = 6 weightage)

**Part B**

*Answer any four questions.*

*Each question carries 3 weightage.*

7. Explain the factors promoting the rise of strategic alliances ?
8. What is strategic leap control ?
9. How will you use 'strategic group map' as a tool of getting strategic competitive advantages in business ?
10. What is balanced score card ? Explain with example.
11. Explain GE nine cell matrix with diagram.
12. What strategy you make on 'Fledglings' in Boston Consulting Group Matrix Model, if you are an advanced strategic manager of an enterprise ?

(4 × 3 = 12 weightage)

**Turn over**

**Part C**

*Answer any three questions.*

*Each question carries 4 weightage.*

13. Explain with a practical example regarding Mckinsey 7s Model in a commercial training institute that focuses on employee who want to obtain an M.B.A. degree ?
14. Explain various types of stakeholder analysis matrix with diagrams.
15. Why behavioral implementation is important in strategy implementation of an organization ? How political implications of power works on it ?
16. Explain DuPont Control Model as a control technique in strategic management. Draw DuPont chart, explain with example.
17. Explain competitive features of fragmented industries, what strategy options you suggest for these industries as an advanced strategic management student ?

(3 × 4 = 12 weightage)

**Part D (Case Study)**

**Compulsory question.**

*6 weightage.*

18. Nicholas Piramal India LTD (NPIL), best known for its growth by mergers and acquisitions, is among the ten companies in the domestic formulations market with a major presence in anti-bacterial, CNS and CVS Diabetic. NPIL has expanded aggressively after the Nicholas group took over Nicholas laboratories in 1986. The turnover and net profit have grown at a healthy compound annual growth (CAGR) of 33% and 45% respectively in the past decade. With more than a dozen joint ventures with pharmaceutical companies in different healthcare segments, NPIL has mastered the art for forging JVs and running them successfully.

Prices of over 60% of the drugs and formulations are controlled by the Government through DPCO in the rupees 130 billion Indian pharmaceutical market. In the domestic bulk drugs market, low entry barriers have resulted in over capacity and price wars.

Major domestic players are, therefore, focusing on formulations, were brand image and distribution network act as entry barriers. They are increasing their overseas marketing and manufacturing network to enhance their exports (under parent drugs to third world countries and generics to developed nations) in anticipation of WTO regime, multinational corporations are strengthening their operations in India by setting up 100% subsidiaries or through marketing tie-ups with major domestic players. The big local players are also strengthening their operations through brand acquisitions, co-marketing and contract manufacturing tie-ups with MNC's. Following this trend NPIL is focusing on strengthening its R and D to gear up for the parent's regime.

The company's R and D facility with more than 100 scientists (acquired from Hoechst Marion in 1999, renamed as Quest Science Institute) is one of the best R and D centers in India. NPIL has hived off its Falconnage (glass) and bulk drug division into separate entities' to improve efficiencies. It is working on seven new chemical entities (NCE). The first one an anti-malarial drug, is already commercialized. NPIL has set a growth target of more than 30% through aggressive product launches as well as mergers and acquisitions of brands and companies in the therapeutic segment of anti-bacterial CVS diabetes, Nutrition and GI tract and Central Nervous System (CNS).

*Questions :*

- (a) Find out the 'advanced strategies' and 'generic competitive strategies' of NIPL which lead them to success with the help of Porter's five forces model ?
- (b) What is organizational capability analysis ? How will you do it with organizational functional areas ?
- (c) Make 'stakeholder's expectation analyses on NIPL from the case study, using various stakeholders' analysis models ?

(1 × 6 = 6 weightage)