



irda) >

Subjt Code: R16MBA302

MBA - III Semester Regular and Supplementary Examinations, Nov-2018.

STRATEGIC MANAGEMENT

Time: 3 hours

Max Marks: 60

Question Paper Consists of **Part-A** and **Part-B**.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from Part-B

All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

1. Kiran Mazumdar Shaw steered the company through several reinventions, first moving from being an enzyme maker to stains (cholesterol busting drugs) and when prices crashed and Chinese competition intensified, she shifted focus to bio-pharma. Now she wants to unlock value from her three main businesses-Biocon, Syngene and Clinigene and the company as a major biopharma company. She expressed herself well: We keep reinventing ourselves. In the first 20 years we focused on enzymes, in the last 10 we focused on biopharma and services. We now want to get into the market with our own products. It was first about branded enzymes, now it is about branded biopharma.

While markets like China are good stepping stones, Kiran Mazumdar Shaw is aware that the real opportunity lies in the US and Western Europe, where hundreds of billions of dollars are spent on pharmaceuticals every year. However, she also realizes that such markets are difficult to enter as regulatory charges are high and there are many large competitors, much larger than Biocon. Hence, she feels, Biocon will not be able to make money for at least 4-5 years in the US Market, apart from facing tough competition from firms such as the US \$13 billion Amgen and Biogen, which may also foray into India. That leaves just one option-acquisitions. However, that too requires heavy investment of funds. Kiran is certain that they will not go to market to raise funds for future growth, but may think of leveraging the borrowings completely. Considering that Kiran has successfully steered her company through previous evolutions.

Question: Would you bet against her?

PART-B

4X 12 = 48

2. What are vision and mission? What is their value for the strategic management process?
3. (a) Explain in brief environmental scanning process?
 - (b) Explain the difference between related and unrelated diversification.
4. (a) Explain the tools and techniques of strategic leadership?
 - (b) write short notes on balanced scorecard?
5. (a) write about porter's value chain analysis?
 - (b) How strategies at corporate and business level are formulated?
6. (a) Explain strategic leadership, its relation with strategy and culture?
 - (b) What is the impact of organizational values on firm's strategy?
7. What is strategic surveillance? Provide Guidelines for strategic control in the organization?

