

Roll No.

Total No. of Pages : 02

Total No. of Questions : 06

**MBA (PIT) (Sem.-4)**  
**STRATEGIC MANAGEMENT**  
Subject Code : MBA-401  
M.Code 75069

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

1. SECTION-A contains SIX questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR questions each carrying TEN marks each and student has to attempt ALL questions.
3. SECTION-C is consist of ONE Case Study carrying EIGHT marks.
4. All Questions are Compulsory.

**SECTION-A**

1. Write briefly :
  - a) Vision
  - b) Industry competitiveness
  - c) Core competency
  - d) Strategic outsourcing
  - e) Product life cycle matrix
  - f) BCG model

**SECTION-B**

2. What do you understand by strategic planning process? Explain the various stages of strategic planning process from Indian industry.
3. *Environmental scanning is the most crucial step to determine strategy.* Elaborate the pestle method of external environment scanning.
4. What are different components of strategy? Discuss ETOP model for development of strategy.
5. What are different components of strategy? Discuss Porter's model of competitive forces in detail.

## SECTION-C

### 6. Case study

Tata group on Wednesday decided to demerge consumer business of Tata Chemicals (TCL) and merge it with Tata Global Beverages (TGBL). TGBL will be renamed as Tata Consumer Products, the group announced. The new merged entity will have key brands such as Tata Salt, Tata Tea, Tata Sampann and Tetley under a single umbrella.

Tata Global Beverages' revenue for the past five years has declined due to divestment of its less lucrative businesses. Tata Global Beverages mainly includes tea and coffee businesses. According to analysts, the salt business of Tata Chemicals has been growing in low single digit for the past several years. The company's packaged spices and pulses business is relatively new and is yet to show major growth momentum. The only positive factor about the salt business is its high margin. Tata Global Beverages (TGB) is a natural beverages company with interest in tea, coffee and water. It is the second largest branded tea player globally with operations spanning over 40 countries. Branded products represent ~ 90% of its consolidated sales; of this, tea accounts for ~ 80%. Winds of change are blowing within TGB. To achieve its aim of building a dominant, natural beverages brand in the country-, the company has shifted its focus back to the highly profitable India beverage business. Besides, the merger of Tata Chemicals' (TTCH) consumer business with itself marks the company's entry into an additional segment of staples with an addressable market size of INR770b (apart from the current addressable market of INR270b in tea and coffee).

Plans are afoot to deepen its core by strengthening its leadership position in tea and salt and aggressively expanding its new products (spices, pulses, liquid beverages, packaged foods etc.) the merger of TTCH's consumer business with TGB is in sync with the Tata group's focus to create a single FMCG-focused company. As part of the transaction, TTCH would transfer the salt (brand), spices, protein foods and certain other food items and products to TGB, Management expects synergy benefits

#### **Question :**

The merger of TTCH's consumer business with TGB offers multiple synergies, including

- a) higher outlet coverage,
- b) focused new product development,
- c) stronger cash flow generation and d) scale efficiencies.
- d) Discuss possibilities of above in detail (2 each)

**NOTE : Disclosure of identity by writing mobile number or making passing request on any page of Answer sheet will lead to UMC case against the Student.**