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Register Number:

**6333**

Name of the Candidate:

**M.B.A. (PHARMACEUTICAL MANAGEMENT) DEGREE****EXAMINATION - 2010****(SECOND YEAR)****(PAPER – IX)****210. STRATEGIC MANAGEMENT***December)**(Time: 3 Hours*

Maximum: 75 Marks

**SECTION - A****Answer any FIVE questions.****(5 × 3 = 15)**

1. Define Strategy.
2. What is single business company?
3. What is strategic intent?
4. Define SWOT Analysis.
5. What is Environmental Analysis?
6. Define Six Sigma.
7. What is Strategic congruence?

**SECTION - B****Answer any THREE questions.****(3 × 10 = 30)**

8. How do you understand the Company Strategy?
9. Explain the various strategies to manage rivalry in mature industries.
10. Write the McKinsey system and Directional policy matrix.
11. Define Acquisition and Joint venture, and how it is different from each other.
12. Write the process of Core Competence in detail.

**SECTION - C****Answer any ONE question.****(1 × 15 = 15)**

13. Explain the steps involved in strategic Decision Making Process.
14. Explain the Business level strategies in detail.
15. Competitive Advantage plays a major role in current globalization — Elucidate.

**SECTION - D****(Compulsory)****(1 × 15 = 15)**

16. Suruchi Dairy Industries Pvt Ltd., Pune was promoted by five enterprising farmers in Pune District. It started its operation on 1 July 1998. The formation of the company was solely aimed at making available, the milk producers of the region, a regular market for their milk and that too at fair prices. But in three years of operation the company has learned and achieved a lot in satisfying the market demands. The company has changed its marketing strategies and product mix from time to time to achieve the overall organizational goal. The present business of the company is Collection of 40,000 lts/day, Sales of 40,000 lts/day (Mumbai and New Bombay 25000 lts; Pimpri Chinchwad and Pune 15,000 lts). The Product Categories are Cow Milk and Double toned milk. Brands are (1) Suruchi — fat level above 3.7 per lit. — Best Quality Milk, (2) Kaweri — fat level 3.5 per ltr — Quality at reasonable price, (3) Morning — fat level below 1.5 — Less fat high proteins.

The reason of existence of Suruchi Dairy Industries (P) Ltd., is ‘To make available, for the milk producers of the area, a permanent market and fair prices for their milk.’. In an effort to achieve the above said objective the company has witnessed continuous changes in its strategies and policy lines. It is this customized approach that has helped the company to achieve its main objective as well as to satisfy market demands.

The company has grown considerably over a period of three years, from a 5000 lts/day to a whopping 40,000 ltr/day i.e., growth of 700% in three years. In the beginning, the company was not growing to the expectations of its promoters. After a market survey it was found that the reasons for this stagnation are (1) Heavy Price competition from other milk producers. (2) Selection of dealers not proper (3) Due attention not given to the service aspect.

**Questions:**

- 1) What is the Mission and Objective of the Suruchi Dairy Industries Pvt Ltd.,
- 2) How to overcome problems and achieve the above results?
- 3) What are the key strategies of the company to achieve the target?

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