III Semester M.B.A. (Day & Eve.) Examination, June/July 2024
(CBCS) (2022 – 23)
MANAGEMENT
Paper – 3.1 : Strategic Management and Corporate Governance

Time : 3 Hours   Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks.   **(5×5=25)**

1. Define the concepts of vision and mission in strategic management. Discuss their respective roles in shaping organizational identity.

2. Discuss the porter's five force model of industry analysis with suitable illustration.

3. Discuss the components of the external environment analysis. How does conducting a PESTEL analysis contribute to strategic decision-making ?

4. Discuss the BCG Matrix and its relevance in strategic management.

5. Define strategic control. Explain the types of strategic control.

6. Define corporate governance and discuss its importance in modern business practices.

7. Write the differences between SWOT Analysis and TOWS Matrix.

SECTION – B

Answer **any three** questions. **Each** question carries **10** marks.   **(3×10=30)**

8. Explain the concept of corporate level strategies. Provide examples of companies that have implemented each strategy and discuss their outcomes.

9. Describe in detail the strategic management process.

10. Discuss the Mc Kinsey's 7s Framework in organizational analysis. How do the seven elements interrelate to drive organizational effectiveness ?

11. Write short notes on :
    a) Business strategy.
    b) Blue Ocean strategy.

P.T.O.

SECTION – C

12. **Compulsory.** Case study. (1×15=15)

Starbucks Corporation, the global coffee giant, has been on a remarkable journey of expansion since its humble beginnings in Seattle, Washington, in 1971. With a strategic focus on delivering a premium coffee experience coupled with an inviting atmosphere, Starbucks has successfully penetrated markets worldwide, becoming synonymous with quality and convenience. Leveraging its strong brand recognition and unwavering commitment to customer satisfaction, Starbucks has navigated diverse cultural landscapes, adapting its offerings to suit local tastes while maintaining consistency in its core values.

One key factor driving Starbucks' global success is its ability to innovate and adapt to evolving consumer preferences. By investing in research and development, the company continuously introduces new beverages and food items, staying ahead of competitors and catering to diverse palates. Moreover, Starbucks' emphasis on digitalization, with initiatives like mobile ordering and payment systems, has enhanced the customer experience, further solidifying its position as a leader in the industry. Despite encountering challenges such as cultural differences and regulatory hurdles, Starbucks' strategic approach to global expansion has proven resilient, demonstrating the power of a strong brand and a customer-centric mindset in conquering new markets.

Questions :

a) Discuss the role of innovation, particularly in digitalization, in Starbucks' global expansion strategy. How has technology enhanced the customer experience and contributed to the company's success.?

b) Evaluate the challenges Starbucks has faced in entering new markets and how it has overcome them. What lessons can other companies learn from Starbucks' approach to global expansion ?

c) What recommendations would you propose to Starbucks' management team to sustain its momentum in global expansion and ensure continued growth in an increasingly competitive landscape ?

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