

**[41001]**  
**SPECIAL DRIVE - DEC./JAN. - 2023**  
**M.B.A. DEGREE EXAMINATIONS**  
**FOURTH SEMESTER**  
**Paper - I : STRATEGIC MANAGEMENT**  
***(2016-17 and 2017-18 Admitted Batches)***

**Time : 3 Hours**

**Maximum Marks: 75**

**SECTION - A**

**I. Answer any FIVE questions. Not exceeding one page each. (5×4=20)**

- 1) a. Business Ethics.  
b. Intensive strategies.  
c. Input stage.  
d. Supportive culture.  
e. Reviews.  
f. Write briefly on evaluation of SHRM.  
g. What are the training techniques?  
h. Concepts of environmental threats.

**SECTION - B**

**II. Answer ALL the questions. Not exceeding 4 pages each. (5×8=40)**

- 1) a. What is Strategic Management? Explain the business policy and Strategic Management.

**(OR)**

- b. Discuss any two models of Strategic Management.

- 2) a. Explain the essential characteristics of a mission statement. Briefly discuss various types of strategies.

**(OR)**

- b. Write a note on Michael Porter generic strategies.

- 3) a. Explain different methods of Environmental analysis.

**(OR)**

- b. Briefly write about Input stage, Matching stage and Decision stage.

- 4) a. How do you formulate strategy at corporate business and strategy implementations?

(OR)

- b. Describe the strategies implementation techniques in functional areas.

- 5) a. Discuss the nature of strategy evaluation.

(OR)

- b. Write the criteria for strategy control.

### SECTION - C

#### III. Case Study (Compulsory).

(1×15=15)

Muhammad Majeed represents a typical Indian who has created success out of sheer hard work and commitment through his education and expertise. At the age of 23 years Majeed, after graduating in pharmacy from Kerala University, went to pursue higher studies in the U.S. He completed his master's and Ph. D. in industrial chemistry. Aimed with high qualifications, he became a research pharmacist and eventually, as most expatriate Indians do, set up his own company, Sabsina Corporation. Experiencing difficulties with the long-drawn drug approval process of U.S. He Food and Drug Administration and his own dwindling savings, Majeed focused on Ayurvedic products based on natural extracts. He returned to India in 1991 (incidentally, the year when liberalization started in India) and set up as Sami labs Ltd, (SLL) at Bangalore. SLL has over three dozen products and seven U.S. patents. There are 25 European and other country patents pending approval. SLL has four manufacturing units all based in Karnataka. The sales is 44.5 crore and the profit after tax is 5.89 crore. It has pioneered specialized products based on Indian herbal extracts relying on the principles of Ayurveda the major thrust is on remedies for cholesterol control, tax reduction and weight management As against several Indian companies exporting raw herbs, SLL specializes in value addition through extractions. The result is encouraging: SLL's products typically fetch an export price that is more than double the price of raw herbs.

SLL thinks of its business as “manufacturing and selling traditional standardized extracts and nutritional and pharmaceutical fine chemicals”. Sabsina, its U.S. based company, secures contracts from the U.S. companies to manufacture certain chemicals in India. Its business plans are quite ambitious Setting up a product management team, assisting farmers in cultivation of pharmaceutically useful herbs and international collaborations for developing research-based intellectual – property and its commercialization are some of the strategic actions on the anvil. SLL looks forward to become a being a Rs.500-crore company by 2005 when the World Trade Organizations patenting regimes comes into force.

#### Question:

How will you define the business of SLL? Comment on the business plan of SLL and state your opinion: on the likelihood of its success.