62221

Reg. No. | | | | | | | | |

III Semester M.B.A. (Day & Eve.) Degree Examination, March/April - 2022

MANAGEMENT

Strategic Management & Business Ethics

Paper : 3.1

(CBCS Scheme 2019 onwards)

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

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

1. Explain key elements in developing a mission statement.
2. Briefly explain value chain Analysis.
3. What do you understand about corporate social responsibility?
4. Mention the beriefits of corporate governance.
5. Why ethics does matters in business?
6. List out the components of Business Canvas model.
7. What is GE - 9 cell matrix? Explain.

SECTION - B

Answer any **three** questions from the following each question carries **10** marks.**(3×10=30)**

8. Define Strategic Management. Explain briefly characteristics of Strategic Management.
9. Define environmental analysis. Discuss components of a company's external environment.
10. Discuss the process of strategic implementation and control.
11. Write short notes on
    1. Corporate level strategy.
    2. Building blocks of competitive advantage.

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SECTION - C

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

Dr. Pranav inherited his father's Emerald Lab in Delhi in 2005. Till 2012, he owned 4 labs in the National Capital Region (NCR). His ambition was to turn it into a National chain. The number increased to 7 in 2013 across the country, including the acquisition of Platinum in Mumbai. The number is likely to go to 50 within two to three years from 21 at present. Infusion of Rs. 28 crores for a 26% stake by Pharma capital has its growth strategy. The lab with a revenue of Rs. 75 crores is among top three Pathological labs in India with Atlantic (Rs.77 crores) and Pacific (Rs. 55 crores). Yet its market share is only 2% of Rs. 3,500 crores market. The top 3 firms command only 6% as against 40-45% by their counterparts in the USA. There are about 20,000 to 1,00,000 stand alone labs engaged in routine pathological business in India, with no system of mandatory licensing and registration. That is why Dr. Pranav has not gone for acquisition or joint ventures. He does not have been accredited nationally where on many large hospitals have not thought of accreditation. The college of American Pathologists accreditation of Emerald lab would help it to reach clients outside India. In Emerald lab, the bio - chemistry and blood testing equipments are sanitized every day. The day bar coding and automated registration of patients do not allow any identity mix-ups. Even routine tests are conducted with highly sophisticated systems. Technical expertise enables them to carry out 1650 variety of tests. Same day reports are available for samples reaching by 3 p.m. and by 7 a.m. next day for samples from 500 collection centres located across the country. Their technicians work round the clock, unlike competitors. Home services for collection and reporting is also available. There is a huge unutilized capacity. Now it is trying to top other segments. 20% of its total business comes through its main laboratory which acts as a reference lab for many leading hospitals. New mega labs are being built to encash preclinical and multi centre clinical trails questions.

Questions :

1. What vision Dr. Pranav has to the time of inheritance of Emerald lab?
2. For growth what business strategy has been adopted by Dr. Pranav?
3. In your opinion, what could be the biggest weakness in Dr. Pranav business strategy?
