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**P.E.S. College of Engineering, Mandya - 571 401***(An Autonomous Institution affiliated to VTU, Belagavi)***Fourth Semester, Master of Business Administration (MBA)****Semester End Examination; August - 2023****Strategic Management***Time: 3 hrs**Max. Marks: 100**Note: Answer all FOUR full questions from PART - A and PART - B (Case Study) is compulsory.*

Q. No.	Questions	Marks	BLs	COs	POs
PART - A					
1 a.	What is strategic management? Briefly explain the characteristics of strategic management.	10	L1	CO1	PO3
b.	Write a short note on company strategy and business model.	10	L1	CO1	PO2
OR					
2 a.	Discuss the process of crafting and execution strategy.	10	L4	CO1	PO2
b.	Justify the statement developing strategic vision and mission of a company with example.	10	L5	CO1	PO2
3 a.	Briefly explain the porters five model.	10	L3	CO2	PO1
b.	Explain the SWOT analysis of company with example.	10	L2	CO2	PO3
OR					
4a.	Write a short note on,				
	i) Value chain analysis	5	L2	CO2	PO3
	ii) Bench marking	5	L2	CO2	PO4
b.	Briefly explain what factors are driving industry change and what impacts will they have?	10	L3	CO2	PO1
5 a.	Briefly explain the merits and demerits of strategic outsourcing.	10	L3	CO3	PO4
b.	Justify and explain the cost differentiation strategies.	10	L4	CO3	PO1
OR					
6 a.	Explain the best cost provider strategies.	10	L4	CO3	PO5
b.	Explain the merits and demerits of vertical integration strategy.	10	L3	CO3	PO4
7 a.	Briefly explain the concepts of BCG matrix.	10	L3	CO5	PO1
b.	Explain the long term objectives of grand strategies.	10	L4	CO5	PO3
OR					
8 a.	Justify a short note on CSR with example.	10	L4	CO5	PO4
b.	Identify the key features of a company's corporate culture.	10	L5	CO5	PO3

PART - B (Case Study) Compulsory

9. You can now wake up to smell the \$400 per cup coffee at starbuck’s. But McDonald’s is now running and saving “\$4.00 coffee is dumb” as the firm attacks starbuck’s around the world with its \$1.001 and less coffee. Starbucks needs a clear strategic to offset the new attacks of McDonald’s that are trying to attract all starbuck’s customers.

In July 2009, starbuck’s began grinding coffee. Only in the morning starbuck’s wants to smell coffee aroma all day long. This change is the part of the company’s efforts to reinvigorate the “starbuck’s experience” in the face of heavy competition from McDonalds 7-eleven and Donkin Donuts. On June 15, 2009, 7-eleven began rolling out iced coffee at its \$1000 self-service beverage counter across the united states especially among women and teenage girls, iced coffee is clearly a female drink according to many analyst perhaps because it is low calories and high in caffine to capitalize on this trend starbuck’s sold 16-00ng iced coffee for \$1.95 for the first half of 2009 for the third quarter of 2009. Starbuck’s reported earning of \$ 15.15 million compared to loss of \$ 6.7 million the prior year. Howard scholt? Starbucks CEO, says the media exposure concerning McDonalds versus starbuck’s coffee products actually helped his firm by creating awareness.

Question:

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| a. What are the strategies that can be implemented by starbuck’s to increases the sales? | 8 | L1 CO5 PO3 |
| b. How starbuck’s can be unique compare to their competitors? | 7 | L2 CO5 PO2 |
| c. Justify the statement about the starbuck’s unique ideas which can be applied to the Indian market? | 5 | L4 CO5 PO1 |

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