

Strategic management essay sample

[Business](#), [Management](#)



All the questions are compulsory . The first five questions shall be of 16 marks each and the last question shall be of 20 marks

Q. 1 A. What is strategy implementation? How far it is different from strategy formulation? B. Describe in detail the SWOT analysis. What is its significance in organizations? Q. 2 A. Discuss in detail the two main styles of strategic leadership. B. Define corporate culture. Also elucidate the statement “ Culture is a strength that can also be a weakness”. Q. 3 A. Critically explain the BCG matrix. What is six sigma? B. Discuss strategic alternatives with reference to Michael Porter’s strategies Q. 4 A. What is strategic change? Explain the change process proposed by Kurt Levin that can be useful in implementing strategies? B. Briefly discuss various elements of macro environment. Q. 5 State with reasons which of the following statements are correct/incorrect: a. A core competence is a unique strength of an organization which may not be shared by others. b. Supply chain management is conceptually wider than logistic management. c. Concentric diversification amounts to unrelated diversification. d. Skimming means keeping price very low.

Q. 6 Tangy spices Ltd, the countries’ biggest spices marketer has decided to launch a hostile bid for Italy’s major spice marketer Chilliano. This is a rare case of an Indian company making an unsolicited hostile bid for a foreign company. The Tangy Spices Ltd. Has competencies in Indian spices. The major destination markets for the Tangy spices Ltd. exports have been the Europe and America. The competencies of Chilliano lie in Italian herbs and spices. The Indian with the takeover wishes to synergies its operations in the world market. It also wants to take advantage of the reach enjoyed by the

Italian company in several countries where its products are not being sold presently. The move of hostile takeover follows Chilliano's rejection to an agreement entered a year back. At that time Chilliano was suffering losses and it offered majority shares at "a price of € 2. 25. A total of 20% shares were transferred at that time. In one year Chilliano was able to turnaround its operations and the company made handsome profits in the last quarter.

The promoters who have residual holding of 35% in the company are reluctant to transfer the shares now. They have rejected the agreement with a plea that the earlier offer price was not sufficient. Tangy spices Ltd. has revised its offer to € 2. 95 By this lucrative offer some of the large shareholders of Chilliano reveal their interest for selling their stakes. On the other hand, promoters maintained their position on this matter. Through the process of buying of shares in the market the Tangy spices Ltd. gradually consolidated its holding in Chilliano to 45%. Being a major shareholder they were ready for a takeover. At the same time, Tangy spices Ltd. was trying hard to improve their position so that they do not leave any space for Chilliano's promoters in future. Read the above case and answer the following questions: (a) What strategic alternative followed by Tangy spices Ltd? (b) Is the hostile takeover by an Indian company appropriate? (c) Why the Tangy Spices Ltd. is interested in this takeover? (d) Why the promoters are reluctant to transfer the shares after the agreement?