The IIHMR University, Jaipur
MBA Pharmaceutical Management
Batch 08 (2016-2018)

Strategic Management

Term Examination

Time-3 Hours **M.M-70**

Instructions:
Please note that you have to answer all SEVEN questions in all. All questions are of 10 marks each.

1.What is the fundamental concept of Generic Business Strategies and how it is different from Grand Strategies? Explain each Business generic strategies with the help of an examples.

(10)

2.What is Sustainable Competitive Advantage(SCA)? How it is build. Explain the process of building SCA for Cardia-Diabeto of US Vitamins. What SCA you will offer/present to the Board of Directors in your presentation during Board meeting. (10)

3..Explain the following terms: (10)

a) SWOT matrix
b) IFE , EFE & IE matrix
c) SPACE matrix
d) BCG matrix.

4.State ***with reasons*** which of the following statement is ***correct/incorrect:*** (10)

i) Strategic planning is an attempt to improve operational efficiency

ii)The first step of strategy formulation in strategic management model is to undertake internal analysis.

iii)Balance scorecard is a combination of strategic and marketing objectives.

iv) Divesting major product line or market in an organization can be termed as retrenchment strategy

v) Acquisition is a strategy.

vi)Diversification only involves entering in new businesses that are related to the existing of business of an organization.

vii)Vertical diversification integrates firms forward to backward in the product chain

viii)Concentric diversification amounts to unrelated diversification

ix) Liquidation is the last resort option for a business organization.

x)Retrenchment implies downsizing of business.

5. You have been appointed personal strategic advisor to the CEO of a major Pharmaceutical Specialty firm who has asked you to submit the detailed report of the division with previous 3 years performance.. Using Balance score card submit the Hypothetical report with all relevant report titles, financials and KPIs. (10)

6. Using Porter's so-called **'Five-Forces Analysis'** discuss the nature of the competitive structure of an pharmaceutical industry. For each of the five forces you should assess its relevance for developing competitive strategy in the pharma industry. (10)

7. What is the relationship between among organization's Mission, Vision, Values, Goals and Strategic objectives? How can healthcare managers more effectively use goals to stimulate higher levels of performance among all personnel. (10)

****