Sub Code:KMB301/KMT301

Paper Id: 270351 Roll No:

MBA/MBA-TM
(SEM-III) THEORY EXAMINATION 2019-20
STRATEGIC MANAGEMENT

Time: 3 Hours ***Total Marks: 100***

Note: 1. Attempt all Sections. If require any missing data; then choose suitably.

SECTION A

1. Attempt *all* questions in brief. 2 x 10 = 20

Qno.	Question	Marks	CO
a.	Business Policy is the corner stone of good strategic management. Explain.	2	1
b.	With the help of any 2 companies, differentiate between Vision and Mission.	2	1
c.	Expand PESTLE. When is this technique used?	2	2
d.	With respect to Indian Automobile Industry, identify 5 internal and 5 external environmental factors.	2	2
e.	What are Digitalization Strategies?	2	3
f.	How is a merger different from an acquisition?	2	3
g.	What is market penetration? Give suitable example.	2	4
h.	What is the importance of analyzing strategic alternatives?	2	4
i.	What are the four criteria, according to Richard Rumelt, that can be used for the evaluation of strategies?	2	5
j.	What are some of the characteristics of effective strategy control?	2	5

SECTION B

2. Attempt any *three* of the following: 3 x 10 = 30

Qno.	Question	Marks	CO
a.	"Since evaluation of a strategy is expensive, one should do it only when some problem occurs." In the light of the statement, explain the importance of good strategy evaluation.	10	5
b.	"A star product is the one which can make or mark the future of a company". With reference to the statement, what are the various categories of products as described by the BCG matrix? Explain with the help of examples.	10	4
c.	What do you understand by strategic alliances? What are the steps that should be taken in order to build a strategic alliance?	10	3
d.	Discuss Michael Porter's five forces that shape the competitive environment for a company.	10	2
e.	"A mission statement should be practical and should be closely ties to immediate and concrete goals." Do you agree with the statement? Give the characteristics and importance of a good mission statement.	10	1

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SECTION C

3. Attempt any *one* part of the following: 1 x 10 = 10

Qno.	Question	Marks	CO
a.	What is a strategy? What is the process of strategic management in a company and levels at which strategy operates?	10	1
b.	Describe, in detail the various challenges faced by strategy formulators in the future.	10	1

4. Attempt any *one* part of the following: 1 x 10 = 10

Qno.	Question	Marks	CO
a.	Do customers benefit from rivalry among competing firms? Give examples and explanations.	10	2
b.	What are the primary and support activities as given in value chain analysis model?	10	2

5. Attempt any *one* part of the following: 1 x 10 = 10

Qno.	Question	Marks	CO
a.	A single industry strategy is very helpful for a company to grow in an industry which has a lot of potential. Do you agree with the statement? Give reasons.	10	3
b.	Why would any company pursue a stability strategy? What are the various types of stability strategies followed by a company?	10	3

6. Attempt any *one* part of the following: 1 x 10 = 10

Qno.	Question	Marks	CO
a.	Apply the elements of McKinsey's 7 S framework to any company of your choice. Make a clear distinction between the soft and hard processes as proposed by this model.	10	4
b.	How does leadership and corporate culture effect strategy implementation?	10	4

7. Attempt any *one* part of the following: 1 x 10 = 10

Qno.	Question	Marks	CO
a.	How is Traditional Approach to Strategic Control different from Contemporary approach?	10	5
b.	Explain the strategic control process. How does benchmarking play a role in evaluating strategic performance?	10	5

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