



CBCS SCHEME

20MBA25

Second Semester MBA Degree Examination, Jan./Feb. 2023

Strategic Management

Time: 3 hrs.

Max. Marks:100

**Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.**

- 1 a. Define the term Strategy. (03 Marks)
b. Explain Porter's dominant economic features. (07 Marks)
c. Explain Porter's Five Force model. (10 Marks)
- 2 a. What is a Turnaround Strategy? (03 Marks)
b. Explain Porter's generic strategies. (07 Marks)
c. Explain the concept of balanced score card. (10 Marks)
- 3 a. What is a Mission? (03 Marks)
b. Explain Ansoff Matrix. (07 Marks)
c. Explain the concept of value chain analysis, with a block diagram. (10 Marks)
- 4 a. What is horizontal integration? (03 Marks)
b. Explain the various types of bench marking. (07 Marks)
c. Explain the strategic control process. (10 Marks)
- 5 a. What is a Core Competency? (03 Marks)
b. Explain the various types of retrenchment strategies. (07 Marks)
c. Explain the various barriers to innovation. (10 Marks)
- 6 a. What is a corporate level strategy? (03 Marks)
b. Explain the concept of resource based view of the firm. (07 Marks)
c. Do a SWOC analysis of the Indian Information Technology Sector? (10 Marks)
- 7 a. What is a disruptive technology? (03 Marks)
b. Explain the various methods of establishing strategic control. (07 Marks)
c. Identify and explain the factors driving industry change. (10 Marks)

8 Case Study:

Mr. MVW was a Chartered Accountant by profession, he wanted to initiate a start-up, intended to venture into the smart-phone industry. Initially he intended to launch a mobile phone having unique features and reasonably priced.

He had worked in the smart-phone industry at various levels, and had an experience of 20 years in the industry. He served at the top level of management in multiple multinational companies. Despite having rich experience, he was hesitant to take up the new venture due to bitter prior experiences. The answers to the following questions would lead to a small step towards, Mr. MVW taking a smart decision of starting the business.

- a. Identify the best strategic management tool for analysing the operating environment of a competition of a business. Also do an in-depth analysis of the smart phone business based on the tool. (13 Marks)
- b. Identify the key success factors of the smart-phone industry. (07 Marks)

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Important Note: 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and/or equations written eg, 42+8=50, will be treated as malpractice.