

Code: BA3T1

**II MBA - I Semester - Regular / Supplementary Examinations
DECEMBER 2017**

STRATEGIC MANAGEMENT

Duration: 3hours

Max. Marks: 70

SECTION-A

1. Answer any FIVE of the following: 5 x 2 = 10 M

- a) Vision
- b) Competitive Analysis
- c) Experience Curve
- d) Stars
- e) Joint Ventures
- f) Issues in Strategic Implementation
- g) Strategic Control
- h) Benchmarking

SECTION – B

Answer the following: 5 x 10 = 50 M

2. a) What are Vision and Mission? What is their value for the strategic management process?

(OR)

b) How do Political, social & technological factors in the environment affect strategic planning? Explain with examples.

3. a) Illustrate the Porters five forces framework.

(OR)

b) When is a company's competitive advantage most likely to endure overtime?

4. a) Bring out the differences between concentric diversification & conglomerate diversification. How would you evaluate the two as strategic alternatives?

(OR)

b) How can value chain analysis be used to identify corporate strengths and weaknesses?

5. a) Explain why organization structure is so important in Strategy Implementation?

(OR)

b) What is the role of leadership in strategic management? Illustrate your answer taking a few contemporary examples.

6. a) Define corporate evaluation and its impact in the Indian and International Context.

(OR)

b) Elucidate the various techniques of strategic evaluation and control.

SECTION – C

7. Case Study

1 x 10 = 10 M

For the first time since 2003, Apple saw a decline in its year on year quarterly sales in April 2016, with a 13 percent dip in the sales of its flagship product — the iPhone. On the other hand, Samsung saw a rise in the shipments of its Galaxy smartphone during the same period. With both companies taking each other on more directly and openly through advertising and sales promotion, the competition between them was heating up. The case captures the evolving competition between the Apple iPhone and Samsung Galaxy, with both companies looking at each other's product mix, marketing mix, and changing competitive strategies. Moving forward, it looks as if it is inevitable that both majors will take each other on in a challenging smartphone market....

- i) Analyze the competitive strategy of Apple and Samsung
- ii) Analyze and compare the marketing mix of Apple iPhone and Samsung Galaxy
- iii) Analyze the rivalry and competitive environment between the two smartphone firms
- iv) Understand how companies can capture market opportunities by catering to customer needs and wants.