

Code: 17BA3T1

**II MBA - I Semester-Regular/Supplementary Examinations
November 2019**

STRATEGIC MANAGEMENT

Duration: 3 hours

Max. Marks: 60

SECTION - A

1. Answer the following:

5 x 2 = 10 M

- a) Explain about the concept of corporate strategy.
- b) Write about McKinsey's 7S Frame work.
- c) What is the difference between Mergers and acquisitions?
- d) Types of Strategies.
- e) What is Strategic Audit?

SECTION – B

Answer the following:

5 x 8 = 40 M

2. a) Discuss the importance of Environmental Scanning in strategic management.

OR

- b) Define Strategic Management and highlight its Process.

3. a) Explain the factors that could be a competitive advantage for the firm.

OR

- b) Describe Porter's Value Chain Analysis.

4. a) Explain different ways in which Organizations can gain access to international markets.

OR

b) Discuss about Growth strategies that can be adopted by a firm.

5. a) Critically evaluate the Leadership styles that facilitate strategic direction.

OR

b) What type of strategies have to be adopted for competing in online markets?

6. a) Describe the different elements that constitute the evaluation process for operational control.

OR

b) Discuss the basic types of strategic controls with the help of examples.

SECTION-C

7. Case Study

1x10=10 Marks

In May 2018, Kshitij, Himanshu and Sharad, three students of a top ranked Indian business school based out of the National Capital Region of Delhi, were probing into the problems faced by Amazon in China. With the aim to expand globally, the US-based Amazon.com had entered China in 2004 with the acquisition of Joyo.com, favoring inorganic growth. This strategy proved to be a failure since Amazon could garner only 0.8% market share by

2016. This was for Amazon, a big set-back, since the company had focused on volumes growth rather than profits as a strategic choice.

Amazon had entered the Indian market in 2012 with the launch of Junglee.com by choosing the greenfield expansion route. While Amazon's strategies in China proved to be a failure, the learnings from its mistakes in China enabled it to win big in India.

The three students also used this opportunity to compare and contrast the two large emerging market economies. They could appreciate the unique characteristics of each market and identify strategies that worked and strategies that did not work in each context. The three students were ardent admirers of Jeff Bezos and they were curious to know as to why Amazon failed in China but was a huge success in India? They also were curious to probe whether some of the learnings of the Indian experience of Amazon could be relevant to regain the Chinese market.

Analyze what could be the reasons for failure of AMAZON in CHINA.