

Code No: 21BA3T1

II MBA - I Semester Regular / Supplementary Examinations DECEMBER - 2023

STRATEGIC MANAGEMENT

Duration: 3 Hours

Max. Marks: 70

- Note: 1. This question paper contains three Parts-A, Part-B and Part-C.
 2. Part-A contains 8 short answer questions. Answer any **Five** Questions.
 Each Question carries 2 Marks.
 3. Part-B contains 5 essay questions with an internal choice from each unit.
 Each Question carries 10 marks.
 4. Part-C contains one Case Study for 10 Marks.
 5. All parts of Question paper must be answered in one place

BL – Blooms Level

CO – Course Outcome

PART - A

		BL	CO
1. a)	What is strategic management?	L3	CO1
1. b)	What is environmental scanning?	L3	CO1
1. c)	What do you understand by the BCG Matrix?	L3	CO2
1. d)	What do you mean by Balance scorecard?	L3	CO2
1. e)	Give example of Joint venture strategies.	L4	CO3
1. f)	Give a situation when a Turnaround strategy is required.	L4	CO3
1. g)	What do you mean by strategic leadership?	L4	CO4
1. h)	What is strategic control?	L4	CO5

PART – B

		BL	CO	Max. Marks		
<u>UNIT – I</u>						
2.	a)	Discuss the important steps involved in strategic management process.		L3	CO1	5 M

	b)	Discuss the importance of strategic management.	L3	CO1	5 M
OR					
3.	a)	What is strategic management? Do you think companies should manage strategically. Discuss.	L3	CO1	5 M
	b)	What is the process of executing a strategy for a firm?	L3	CO1	5 M
<u>UNIT – II</u>					
4.	a)	Costs have a strong implication in having a competitive advantage do you agree with this statement. What are the sources of cost advantage?	L3	CO2	5 M
	b)	Discuss in detail the benefits of GE Model.	L3	CO2	5 M
OR					
5.	a)	Explain the different strategies applied in diversification of companies.	L3	CO2	5 M
	b)	What is BCG matrix? Explain the four elements of BCG matrix?	L3	CO2	5 M
<u>UNIT-III</u>					
6.	a)	Explain about Tailoring strategy to fit specific industry and company situations.	L4	CO3	5 M
	b)	Write about (i) Vertical integration. (ii) Horizontal strategy.	L4	CO3	5 M
OR					
7.	a)	Discuss Porter's value chain analysis.	L4	CO3	5 M
	b)	What are the strategies for mergers and acquisitions? Explain.	L4	CO3	5 M

UNIT – IV

8.	a)	Discuss Strategies for competing in Globalizing markets and internet economy.	L4	CO4	5 M
	b)	Distinguish between Transactional and Transformational leaders with an example.	L4	CO4	5 M

OR

9.	a)	What are the leadership roles to be played by strategic manager?	L4	CO4	5 M
	b)	Discuss about key strategic leadership actions in organisations.	L4	CO4	5 M

UNIT – V

10.	a)	Discuss the most appropriate methodology for evaluation of strategy.	L4	CO5	5 M
	b)	Write short notes on: (i) Strategic information systems (ii) Strategic audit.	L4	CO5	5 M

OR

11.	a)	Explain the role of the strategist in establishing strategic controls.	L4	CO5	5 M
	b)	Discuss the functions of strategic surveillance.	L4	CO5	5 M

PART –C

			BL	CO	Max. Marks
12.		TATA NANO Tata motors have been eyeing the Indian passenger market for a long time. During earlier times, their brands such as Tata Sumo were well received; the company had a very low share in the Indian passenger car market due to	L4	CO3	10 M

stiff competition from Maruti. Tata motors came up with Tata Indica, which mirrored Maruti's products and challenged Maruti's dominance in small car market. Inspired by the success of Indica Tata launched the Tata Nano. Critics were of the view it could not be possible due to the low cost of the car. Tata Nano's modular design is one of the most innovative aspects, it can be shipped separately and assembled in any region. However the fanfare with which Nano was launched did not show much result, the car was not well accepted by the masses despite the low prices, it started selling in discounts like any other car in the Indian market. Tata's as a company are concerned about the same and are still trying to rework out strategies for revival of the market share and to fit into the vision of the company.

Questions :

- i. What was the type of strategy Tata's adopted during the launch of Nano?
- ii. Product launching help the company in working out a suitable strategy for the success of the car.
- iii. By using a SWOT analysis outline the failure of the car in the Indian markets.
- iv. What in your opinion is the future of such cars in Indian markets?