

Code No: **21BA3T1**

**II MBA - I Semester Regular Examinations  
FEBRUARY -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)	Define strategic management.	L1	CO1
1. b)	Define Vision.	L1	CO1
1. c)	Define GE Model.	L1	CO2
1. d)	What is competitive advantage?	L1	CO2
1. e)	What is Turnaround strategy?	L1	CO3
1. f)	Define Takeover strategy.	L1	CO3
1. g)	What do you mean by corporate culture?	L1	CO4
1. h)	What is strategic audit?	L1	CO5

**PART – B**

			BL	CO	Max. Marks
<b><u>UNIT – I</u></b>					
2.	a)	Explain Strategic Management process with example.	L3	CO1	5 M

	b)	Why Mission and Vision statements are important in Strategic Management?	L3	CO1	5 M
<b>OR</b>					
3.	a)	Discuss the factors that shape a company's strategy.	L3	CO1	5 M
	b)	Discuss the process of crafting a strategy for a firm.	L3	CO1	5 M
<b><u>UNIT – II</u></b>					
4.	a)	What is Balanced score card? What are its uses?	L3	CO2	5 M
	b)	What is GE Model? What does the GE model focus upon?	L3	CO2	5 M
<b>OR</b>					
5.	a)	How Porter's Five forces model can help small business to analyse the competition?	L3	CO2	5 M
	b)	Explain the procedure for evaluation of company's strategies.	L3	CO2	5 M
<b><u>UNIT-III</u></b>					
6.	a)	Write about (i) Offensive strategy (ii) Defensive strategy	L4	CO3	5 M
	b)	Explain the concept of core competence.	L4	CO3	5 M
<b>OR</b>					
7.	a)	What are the various types of diversification strategies that you learnt from Strategic management?	L4	CO3	5 M
	b)	Write about (i) Entry barriers (ii) Exit barriers	L4	CO3	5 M
<b><u>UNIT – IV</u></b>					
8.	a)	Distinguish between strategic formulation and implementation.	L4	CO4	5 M

	b)	Outline the role of top management in strategy implementation.	L4	CO4	5 M
<b>OR</b>					
9.	a)	Describe Value. Analyse the importance of value in strategic business decisions.	L4	CO4	5 M
	b)	Explain the benefits of a global strategy for a multinational corporation.	L4	CO4	5 M
<b><u>UNIT – V</u></b>					
10.	a)	What is strategic control? Discuss the purpose of strategic control.	L4	CO5	5 M
	b)	Discuss techniques of strategic evaluation.	L4	CO5	5 M
<b>OR</b>					
11.	a)	Write about the Role of the strategist in evaluation and control of strategic management.	L4	CO5	5 M
	b)	Explain the functions of strategic surveillance in detail.	L4	CO5	5 M

### **PART –C**

			BL	CO	Max. Marks
12.		ON 15 September 2008, investment bank giant filed for bankruptcy sending shock waves across the world markets that were already reeling from shocks in the wake of global economic meltdown. With more book assets and lesser book debts, Lehman's bankruptcy filing was the largest in the banking history their assets far surpassed those of previous bankrupt giants such as World com and Enron, at the time of collapse with more than 25000 employees world wide. Lehman's demise also	L4	CO2	10 M

made it the largest victim of the US subprime mortgage induced financial crisis that swept through global financial markets in the world. Record revenues from Lehman's real estate business enabled revenues in the capital market unit to surge 56% between 2004 to 2006. This was considered a faster rate of growth than any other business in investment banking. In February 2006, the company's stock reached a record high giving Lehman a market capitalization of around 25 billion, however the US housing market were already becoming apparent as defaults in subprime mortgage. Lehman's high degree of leverage the ratio of total assets to share holder's assets to share holder's equity was good and its huge portfolio of mortgage security made it vulnerable to deteriorating market conditions. In June 2008 Lehman announced its first second quarter loss and raised money from American Express to cover the same. However, the measures were perceived as being too little, too late over the summer Lehman's management made unsuccessful attempts to a number of potential partners, hopes of the Korea Development bank would take a stake in Lehman was dashed in 9 September and the state owned Korean bank put talks on hold. On Monday 15 September Lehman declared bankruptcy resulting in creating a global financial crisis.

Questions :

- a) What were the reasons for Lehman brothers bankruptcy?
- b) What lessons would you learn from the Lehman brothers bankruptcy?