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18MBA25

## Second Semester MBA Degree Examination, June/July 2019 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 strategic management.   | (03 Marks) |
|   | b. What are the characteristics of strategic management?  | (07 Marks) |
|   | c. Discuss the relationship between business model and strategy.  | (10 Marks) |
| 2 | a. What is competitive advantage?   | (03 Marks) |
|   | b. Differentiate between vision and mission.  | (07 Marks) |
|   | c. Briefly explain the perspectives of balanced scorecard.  | (10 Marks) |
| 3 | a. What is meant of environmental analysis?   | (03 Marks) |
|   | b. Explain the turnaround strategies.   | (07 Marks) |
|   | c. Explain BCG matrix with examples.  | (10 Marks) |
| 4 | a. Define value chain.  | (03 Marks) |
|   | b. Discuss the role of SWOT as a tool facilitating strategic choice at the business level.  | (07 Marks) |
|   | c. Explain Michael-e Porter's five forces model.  | (10 Marks) |
| 5 | a. What is differentiation strategy?  | (03 Marks) |
|   | b. Explain the three levels of strategy.  | (07 Marks) |
|   | c. Explain the GE 9 cell matrix.  | (10 Marks) |
| 6 | a. What is cost leadership?   | (03 Marks) |
|   | b. Discus the steps involved in strategy implementation process.  | (07 Marks) |
|   | c. Explain the various integration strategies.  | (10 Marks) |
| 7 | a. Define mergers and acquisitions.   | (03 Marks) |
|   | b. Discuss how organization culture promotes implementation of strategy.  | (07 Marks) |
|   | c. Explain the types of control systems.  | (10 Marks) |
| 8 | <b>CASE STUDY:</b>  |            |
|   | Our mission is to be the World Leader in transportation products and related services. We aim to maintain this position through enlightened customer enthusiasm and continuous improvement drive by integrity, team work innovation and individual respect and responsibility of our employees. |            |
|   | Analyze the above mission statement and answer the following questions:   |            |
|   | a. Who are the firm's customers?  | (05 Marks) |
|   | b. What are the firm's major products and services?   | (05 Marks) |
|   | c. Where does the firm compete geographically?  | (05 Marks) |
|   | d. Are employees valuable assets of the firm?   | (05 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.