

Code No: MB1631/R16

MBA III Semester Supplementary Examinations, March-2021

STRATEGIC MANAGEMENT

Time: 3 Hours

Max. Marks: 60

*Answer Any FIVE Questions
All Questions Carry Equal Marks
Question No. 8 is Compulsory*

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| 1. | a | Describe the process of Strategic Management. | 6M |
| | b | Discuss the factors influencing a company's strategy. | 6M |
| 2. | a | What is Environmental Scanning? | 3M |
| | b | What is SWOT Analysis? In what way it is instrumental in realizing organisation's mission and objective? | 9M |
| 3. | a | What do you mean by generic strategies? Discuss the cost leadership strategy? | 6M |
| | b | Explain the important Strategic Leadership Actions. | 6M |
| 4. | a | Distinguish between Strategy and Structure. | 4M |
| | b | What strategies do you suggest for companies in internet economy? | 8M |
| 5. | a | What is the Role of a Strategist? | 5M |
| | b | Explain the measures of benchmarking to evaluate an organisation's performance. | 7M |
| 6. | a | Describe strategic management process. | 6M |
| | b | What mechanism would you suggest for formulating a right strategic plan? | 6M |
| 7. | a | Define Competitive Advantage. | 3M |
| | b | How an organization makes use of its environment for competitive advantage? | 9M |

8. **CASE STUDY:**

12M

For as long as business existed, people involved in it have been subjected to the whims of the economy. The only constant in business has been change and economic uncertainty has been just another day at office for all those who ever thought of financial success. Pervasive market fluctuations and economic volatility are here to stay. An interesting research in the recent past threw up mind boggling statistics. Of the total companies in the 1955, Fortune 500 list, 70% are now out of business and those listed in 1979, 40% no longer exist as corporate entities. This trend is widely seen across the world. Today, if corporations are being formed before one can blink one's eye, almost as many are being shut down daily. Big corporate names of yesterday are either shutting shop or are on the brink of closure and bankruptcies. If a third of the Fortune 500 companies of 1990's can disappear by 2020 and the average life span is decreasing by the day, there is little wonder that smaller companies are also feeling the pinch. At the core of the problem lies not just the lack of sustainable business plans. It is a larger issue. It is the result of the organizations' ability to change; to evolve, to accept challenges and to seek new avenues of growth. To be big and strong is one thing; to be evolving with the times is another matter. So it is the capability of the organization to reengineer, transform and adjust to the rapidly changing business environment that separates the boys from the men or the haves from the have not's. Building adaptive capabilities that will enable an organization to move with the market is the call of the day. Adaptive organizations revolve around dynamic real time processes; Performed anywhere and anytime using adaptive solutions. An organization's operating teams may be dynamic and effective but market conditions are beyond one's control and they do not look likely to rebound. One must, therefore, adjust and adapt and defy the economy.

Questions

- i. What do you think; an organization should do to cope with the changing business environment?
- ii. "To change or to close down" Comment on this statement in the light of the changing environment.
