

Code: 21E00301

MBA III Semester Regular & Supplementary Examinations November/December 2024

STRATEGIC MANAGEMENT

(Common to MBA, Fintech, Finance, Business DA, Big DA, B&FS and H&HM)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

- 1 (a) Discuss the significant factors that shape a company's strategy. 5M
(b) Compare the vision statement with mission statements in detail. 5M
OR
- 2 (a) Explain the process of developing a strategic vision by an organization in present scenario. 5M
(b) What are the pitfalls in strategic planning that management in an organization should watch out for avoid? 5M
- 3 (a) Write a short note on "Porters five force model". 5M
(b) How SWOT analysis is carried out by an organization in business environment? 5M
OR
- 4 (a) Explain BCG matrix with an example. 5M
(b) Elucidate GE nine cell matrix. 5M
- 5 (a) Elaborate the process of formulation of strategy at corporate level. 5M
(b) Distinguish between horizontal and vertical integration of strategies with example. 5M
OR
- 6 (a) What information is needed for proper formulation of strategy at business and functional levels? 5M
(b) Write a short note on:
(i) Retrenchment Strategy, (ii) Combination Strategy. 5M
- 7 (a) Explain Offensive and defensive strategies in detail. 5M
(b) How leadership will influence its strategies in an organization? Explain. 5M
OR
- 8 (a) Evaluate the tailoring strategy to fit specific industry situations. 5M
(b) Explain the importance of resource allocation as a vital part of strategy. 5M
- 9 (a) Compare the strategy and corporate evaluation in the Indian context. 5M
(b) Elaborate the process of Strategic control with an example. 5M
OR
- 10 (a) What are the qualitative criteria available for evaluating organizational strategy? 5M
(b) Give a detail account on:
(i) Strategic Audit, (ii) Strategic Surveillance. 5M

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SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

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Case Study/Problem:

10M

Balance scorecard model developed by Dr. Kaplan in 1990, proposed that organization should be mission driven rather than finance driven. During the late 1990's rapid changes in the external environment necessitated Philips to make its operations flexible, innovative and value adding. This led the company to introduce a program called business excellence through speed and team work in July 1998. Several tools were used in BEST, and one such tool was the balance scorecard. There were four perspectives in Philip's balance score card competence, processes, customers and finance. Philips identified critical success factors which were important to create value and grouped them under these four perspectives. Each of the business units has their own CSF's which were established with the help of the guidance provided by corporate quality department at Philips. The success of the CSF's was measured through performance indicators. To measure the performance of the key indicators, a traffic light system was used.

Questions:

- (i) Write how the implementation of balance scorecard model can help in improving the performance of the organization.
(ii) Examine the use of balance scorecard as a tool of communication corporate strategy.
(iii) Write the importance of goal and strategies in guiding an organization.
