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Question Paper Code : X 85175

M.B.A. DEGREE EXAMINATIONS, NOVEMBER/DECEMBER 2020
Third Semester
BA 5302 – STRATEGIC MANAGEMENT
(Regulations 2017)

Time : Three Hours

Maximum : 100 Marks

Answer ALL questions

PART – A

(10×2=20 Marks)

1. Define strategy.
2. Indicate the features of objectives in strategic management.
3. Define strategic group.
4. What is competitive advantage ?
5. What is meant by strategic alliances ?
6. Draw the balance score card diagram.
7. What is strategic control system.
8. Why conflicts have to be resolved in strategic management ?
9. What is meant by strategic innovation ?
10. How do you explain the term 'Managing Technology' ?

PART – B

(5×13=65 Marks)

11. a) Explain the strategic formulation process.

(OR)

- b) "Corporate Social Responsibility helps to achieve real business benefits by best practices and effective leadership" – Do you agree or disagree ? Discuss.



12. a) Perform an analysis for automobile industrial by using Porter's five forces model.

(OR)

b) Discuss about the ways of avoiding of business failure and sustaining with competitive advantage.

13. a) Explain the four principal generic business-level strategies.

(OR)

b) Perform an organizational capability profile for a telecom service providing company.

14. a) Explain the steps followed in strategic implementation process.

(OR)

b) Discuss the techniques used for strategic evaluation.

15. a) Discuss the strategic issues in non-profit organizations.

(OR)

b) Enumerate the strategies and business models are adopted and followed by the corporates in modern internet economy.

PART – C

(1×15=15 Marks)

16. Read the below case and answer the questions.

a) Meters Limited is a company engaged in the designing, manufacturing and marketing of instruments like speed meters, oil pressure gauges and so on, that are fitted into two and four wheelers. Their current investment in assets is around Rs. 5 crores and their last year turnover was Rs. 15 crores, just adequate enough to breakeven. The company has been witnessing over the last couple of years, a fall in their market share prices since many customers are switching over to a new range of electronic instruments from the range of mechanical instruments that have been the mainstay of Meters Limited.

The Company has received a firm offer of cooperation from a competitor who is similarly placed in respect of product range. The offer implied the following :

- (i) transfer of the manufacturing line from the competitor to Meters Limited;
- (ii) manufacture of mechanical instruments by Meters Limited for the competitor to the latter's specifications and brand name; and
- (iii) marketing by the competitor.



The benefits that will accrue to Meters Limited will be better utilization of its installed capacity and appropriate financial compensation for the manufacturing effort. The production manager of Meters Limited has welcomed the proposal and points out that it will enable the company to make profits. The sales manager is doubtful about the same since the demand for mechanical instruments is shrinking. The chief Executive is studying the offer.

Questions to be answered :

- i) Explain the divestment strategy being practiced in the given case. (5)
- ii) List the implications related to adopting of expansion strategy in Meters Limited. (5)
- iii) As a strategic management analyst, what are your suggestions to the Chief Executive Officer ? (5)

(OR)

- b) Discuss about the strategic control techniques adopted by the business organisations.