

M.B.A DEGREE EXAMINATIONS: NOV/DEC 2010

Third Trimester

MASTER OF BUSINESS ADMINISTRATION

MBA516: Strategic Management

Time: Three Hours**Maximum Marks: 100****Answer all the Questions:-****PART A (1 x 20 = 20 Marks)****1. Case Study:-**

A well-known company engaged in manufacturing metal containers and packaging had diversified its operations in early 1980s investing a huge amount in a bearings factory. After 8 years, the company was suffering from a high cost structure, mounting losses, shortage of liquid funds and large scale exodus of technicians and managers. Management's proposal for reduction in workforce and wage cuts is not acceptable to labour unions with the result that 3 of its packaging units had to be shut down. The factories need to be opened immediately for revival of business which depends upon cost reduction through reduction in the excess workforce.

Question:

(i) Suggest, with proper justification, a suitable turnaround strategy for the company.

PART B (10 x 2 = 20 Marks)

2. Define strategy and state any two objective of learning strategic management.
3. Distinguish vision and mission statements with examples.
4. What do you understand from the term "Business Ethics?"
5. What are the roles of BOD in an organization?
6. Highlight the importance of matrix organization.
7. Brief on conglomerate diversification.
8. Differentiate competitive advantage and core competency.
9. What are Generic strategies?
10. What is a Business model?
11. List out the merits and demerits of family owned business with examples.

PART C (4 x 15 = 60 Marks)

12. a) Explain the conceptual model of the strategic management process.

(OR)

b) Explain Porters five forces model in detail. Apply the various factors of these forces with specific reference to Hyundai Motors India Limited (HMIL)

13. a) Discuss in detail about the generic competitive strategies that firms follow. Illustrate with specific examples to FMCG sector.

(OR)

b) Elaborate on "Grand Strategy" with relevant examples

14. a) What are Strategic Alliances? Explain their advantages and disadvantages. What are the important factors need to be considered for its success.

(OR)

b) Explain Corporate, Business and functional level strategies in detail with examples.

15. a) Explain in detail the various techniques of strategic evaluation and control.

(OR)

b) Explain the strategic issues in managing technology and innovation.