



MBA DEGREE EXAMINATIONS: NOV / DEC 2024

(Regulation 2021)

Third Semester

MASTER OF BUSINESS ADMINISTRATION

P21MBC3116: Strategic Management

COURSE OUTCOMES

- CO1:** Demonstrate a comprehensive knowledge of the process of strategic planning, the significance of several stakeholders' involvement as well as an integrated approach in strategic planning and its contribution to organisational success & growth.
- CO2:** Explain the impact of Environmental, Social and Governance (ESG) factors on the formulation and implementation of strategic plans.
- CO3:** Examine the influences on the choice of strategic alternatives for business and non-business organisations.
- CO4:** Develop a suitable as well as viable strategic plan for any organisation and propose approaches for its implementation.

Time: Three Hours

Maximum Marks: 100

PART A (5Q x 6M = 30 Marks) Answer Any Five Questions Only

1. Explain the evolution of strategic management and the importance of Vision and Mission Statements in an Organisation. CO1 [K₂]
2. Evaluate the importance of ESG principles in strategic planning. CO2 [K₅]
3. Analyze the dynamics of internal environment with examples of organizational resources and capabilities. CO1 [K₄]
4. Examine the relevance of SPACE matrix in strategic analysis and decision-making. CO3 [K₅]
5. Assess the impact of cultural and political factors on strategic choice. CO3 [K₅]
6. Explain the concept of mergers and acquisitions with an example of your choice. CO3 [K₂]
7. Summarize the key factors that influence strategy implementation at the functional level. CO4 [K₂]

PART B (5Q x 10M = 50 Marks) Answer Any Five Questions only

8. Differentiate between corporate-level and business-level strategies with suitable examples. CO1 [K₄]
9. Compare the GE Matrix and BCG Matrix with appropriate examples. CO3 [K₄]

10. Choose a retrenchment strategy for a FMCG company operating in a competitive market. CO4 [K₃]
11. Propose strategies for a company planning to expand internationally using the industry life cycle approach. CO4 [K₆]
12. Examine the barriers to strategic implementation and suggest ways to overcome them. CO2 [K₄]
13. Discuss the importance of strategic evaluation and control in the strategic management process and explain how organizations can use performance metrics to assess the effectiveness of their strategies. CO4 [K₅]

Part – C (1*20=20 marks) Compulsory

14. Global Motors Ltd. (GML), a leading automobile manufacturer, has built its success on producing reliable fuel-based vehicles. However, the company is facing mounting challenges due to the global shift toward electric vehicles (EVs) and sustainable mobility. Competitors have launched advanced EVs with superior battery technology and sustainability features, capturing market share. CO3 [K₆]

Despite having a strong distribution network and brand loyalty, GML's efforts in the EV market are limited. The company is debating how to diversify its product portfolio and enter the EV segment while addressing internal inefficiencies such as resistance to change, slow decision-making processes, and limited R&D expertise in EV technology.

Questions:

- a. Assess GML's internal strengths and weaknesses, and its external opportunities and threats, using the SWOT framework. (5 Marks)
- b. Design a diversification strategy for GML, considering its entry into the EV market and related services like battery recycling. (5 Marks)
- c. Recommend a strategic alliance or joint venture partner for GML that aligns with its goals for EV market entry. Justify your choice. (5 Marks)
- d. Develop an implementation plan to overcome barriers like resistance to change and operational inefficiencies at GML. (5 Marks)
