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Question Paper Code : 40209

M.B.A. DEGREE EXAMINATION, APRIL/MAY 2015.

Third Semester

BA 9210/BA 932/UBA 9111/10488 MB 302 — STRATEGIC MANAGEMENT

(Regulation 2009/2010)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. What is strategy?
2. State the three levels of management involved in strategic management.
3. Give an example for distinctive competency.
4. Define Value chain.
5. Why would companies apply turnaround strategies?
6. List the components of a Balance Score card.
7. What are the benefits of horizontal integration?
8. Write the three basic choices in designing an organizations structure.
9. Define Organizational culture.
10. How can power be used to resolve conflicts in an organization?

PART B — (5 × 16 = 80 marks)

11. (a) Discuss the strengths and weakness of formal strategic planning.

Or

- (b) How might a company configure its strategy making process to reduce agency problem that potentially exists between stock holders and managers?



12. (a) Discuss the limitations of five forces, strategic group and Industry life cycle models.

Or

- (b) When is a company's competitive advantage most likely to endure overtime?
13. (a) Briefly discuss the generic strategies that companies in a Industry must pursue to be successful.

Or

- (b) Explain how companies can use (i) product differentiation (ii) Capacity control to manage rivalry and increase an industry's profitability.
14. (a) 'Implementing a strategy successfully depends on selecting the right combination of organizational structure, control system and culture' – Explain.

Or

- (b) Discuss the techniques of strategic evaluation and control.
15. (a) Why will the strategic issues be different for non profit organizations?

Or

- (b) Explain the business model and strategies suitable for high-tech company.

