



CBCS SCHEME

16/17MBA25

Second Semester MBA Degree Examination, June/July 2019 Strategic Management

Time: 3 hrs.

Max. Marks:80

**Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.**

- 1 a. Define Strategic Management. (02 Marks)
b. What are the three levels of strategy? Explain. (06 Marks)
c. Discuss in detail the Strategic Management Process (SMP). (08 Marks)
- 2 a. Differentiate between Vision and Mission. (02 Marks)
b. Explain financial and strategic objectives of a firm with examples. (06 Marks)
c. Explain balanced score card. (08 Marks)
- 3 a. What do you mean by environmental scanning? (02 Marks)
b. Discuss the strategically relevant components of company's external environment. (06 Marks)
c. Explain Michael Porter's five forces modal of competitive environment analysis. (08 Marks)
- 4 a. What is bench marking? (02 Marks)
b. Explain briefly the Value Chain Analysis. (06 Marks)
c. Discuss the generic competitive strategies adopted by the business. (08 Marks)
- 5 a. Define business planning. (02 Marks)
b. Explain innovation, integration and diversification. (06 Marks)
c. Explain GE's 9 cell planning model. (08 Marks)
- 6 a. What is turnaround strategy? (02 Marks)
b. Discuss steps involved in strategy implementation process. (06 Marks)
c. What are the various challenges in strategy implementation? (08 Marks)
- 7 a. Define strategy. (02 Marks)
b. What is SWOT analysis and discuss its importance? (06 Marks)
c. Explain the BCG growth share matrix. (08 Marks)

8 Case Study: (compulsory)

Toyota Motor Company is widely regarded as a low-cost producer among the World's motor vehicle market. Despite its emphasis on product quality, low cost and efficient supply chain management, the company is finding hard to position their brand in low-cost segment (where Maruti-Suzuki is a leader) in India. The company's brands 'ETIOS and Liva' are picking up sales slowly. Whereas the SUV 'Innova' is selling aggressively in India market. Now the company wants to launch 'Camry' and 'Lexus' both are premium luxury brands to compete with German's Mercedes, BMW and Audi and Capture Indian market successfully.

Questions:

- a. Illustrate some key success factors on which the Toyota company can become successful in India. (08 Marks)
- b. What strategies do you suggest for the company to position their ETIOS and Liva brand in Indian market? (04 Marks)
- c. What strategies do you suggest to position the Camry and Lexus brands in premium segment? (04 Marks)

* * * * *

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.