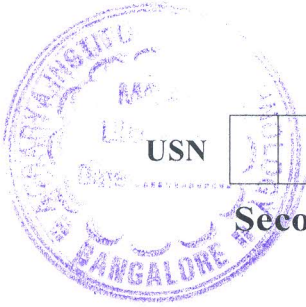


CBCS SCHEME



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22MBA25

Second Semester MBA Degree Examination, Dec.2023/Jan.2024

Strategic Management

Time: 3 hrs.

Max. Marks: 100

- Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.**

			M	L	C
Q.1	a.	Define Strategic Management.	03	L1	CO1
	b.	Discuss the benefits of strategic management.	07	L2	CO1
	c.	Illustrate in detail the stages of strategic management.	10	L3	CO3
Q.2	a.	What do you understand by external audit?	03	L1	CO2
	b.	Discuss the key external forces in strategic management.	07	L2	CO2
	c.	Analyze the Porter's five forces model.	10	L4	CO3
Q.3	a.	What do you understand by the term Bench Marking?	03	L1	CO1
	b.	Why SWOT Analysis is essential for any business?	07	L4	CO3
	c.	Examine the value chain analysis and its activities.	10	L3	CO3
Q.4	a.	What do you understand by Diversification?	03	L1	CO1
	b.	Differentiate between Vision and Mission.	07	L2	CO1
	c.	Explain in detail Porters Generic Competitive Strategies.	10	L5	CO3
Q.5	a.	What is resource allocation in strategic management?	03	L1	CO1
	b.	Discuss reasons for restructuring in an organization.	07	L2	CO2
	c.	Explain in detail the methods of managing conflicts.	10	L3	CO2
Q.6	a.	Define the term contingency planning.	03	L1	CO1
	b.	Explain the 21 st century challenges in strategic management.	07	L2	CO2
	c.	Discuss in detail Balanced Score Card.	10	L3	CO3
Q.7	a.	What do you understand by Internal Audit?	03	L1	CO2
	b.	Explain the characteristics of strategic management.	07	L2	CO1
	c.	Describe the different types of strategic planning and levels of business strategy.	10	L2	CO1
Q.8		<p>Case Study : (compulsory)</p> <p>Microsoft operates in a hyper competitive industry. It uses its dominance in operating systems to move to a very strong position in application programs like word and excel. Even though it held 70% of the market for PC operating systems in 1992, it invested millions in developing the next generation Windows 95 and Windows NT. Instead of trying to protect its advantage in the profitable DOS segment, Microsoft activity bought to replace DOS with various versions of windows.</p>			

Before hyper competition, most experts argued against cannibalization of a company's own product line because it destroys a very profitable product, instead of harvesting it like a "cash cow". According to this line of thought, it will be better off defending its order products. New products would only be introduced if can be proven that they would not take sales away from current cannibalization. Bill Gates, co-founder and chairman and CEO of Microsoft, realized that if his company didn't replace its own product with a better product someone else. Would (such as IBM with OS/2 warp). He knew the success in software industry depends not so much on company size but moving aggressively to the next competitive advantage before the competitor does. "This is a hyper competitive market" explained gates. "Scale is no all positive in the business cleverness in the position in this business". By 1997, Microsoft still controlled 90% of the operating system market and has attained a dominant position in application software as well.

Questions:

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|---|---|----|-----|
| a. Was the strategy adopted by Microsoft correct? Discuss. | 5 | L6 | CO2 |
| b. The strategy of destroying a very profitable product instead of harvesting it like "cash cow" is not correct. Comment. | 5 | L6 | CO3 |
| c. Bill Gates beloved is an aggressive strategy to get competitive advantages. Explain. | 5 | L6 | CO2 |
| d. Identify the theoretical concepts involved in case. | 5 | L6 | CO1 |
