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Question Paper Code : 22019

M.B.A. DEGREE EXAMINATION, FEBRUARY/MARCH 2015.

Third Semester

DBA 1703 — STRATEGIC MANAGEMENT

(Regulations 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Briefly explain strategic planning process.
2. Define Corporate Governance.
3. What is meant by core competency?
4. Explain differentiation strategy.
5. Why companies prefer for merger?
6. What is functional level strategy?
7. Mention any two techniques of strategic control.
8. What is virtual organisation structure?
9. Write a short note on 'technology life cycle'.
10. Explain the importance of process innovation.

PART B (5 × 16 = 80 marks)

11. (a) Describe the process of strategic management.

Or

- (b) Explain the relationship between corporate governance and social responsibility.

12. (a) Explain Porter's Five Force Model to analyse competitive forces in an industry environment.

Or

- (b) Discuss the importance of socio-cultural environment in the process of strategic management.

13. (a) Describe the different categories of grand strategies with example.

Or

- (b) What is the rationale of strategic alliance? Why do such alliances fail?

14. (a) Discuss the role of organizational structure on strategy implementation. How structure and control can be matched to strategy?

Or

- (b) Explain the four types of strategic control.

15. (a) Discuss the importance of organisation structure and explain the link between structure and strategy.

Or

- (b) Discuss the strategic issues in Non-profit organisations.
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Reg. No. :

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Question Paper Code : 46017

M.B.A. DEGREE EXAMINATION, AUGUST 2014.

Third Semester

DBA 1703 — STRATEGIC MANAGEMENT

(Regulations 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Define corporate governance.
2. State the social responsibility of an MNC.
3. What is external environment?
4. What is core competency?
5. State the different functional level strategies.
6. Differentiate vertical integration with horizontal integration.
7. What is power? How it leads to politics in organization?
8. State different types of organizational structure.
9. Differentiate innovation with creativity.
10. Which organization is said to be non-profit organization?

PART B — (5 × 16 = 80 marks)

11. (a) Discuss about the conceptual framework of strategic management.
- Or
- (b) Elucidate the strategic planning process with example.
12. (a) Explain about the building blocks of competitive advantage.

Or

- (b) Explain about the external environment in detail.

13. (a) Elucidate the balanced score card principle, organization using the strategy and its benefits.

Or

- (b) Elucidate the different types of strategies with an example.

14. (a) Discuss about the techniques of strategic evaluation and control.

Or

- (b) Elucidate the preliminary measures for designing strategic control system.

15. (a) Discuss about the entrepreneurial ventures in India.

Or

- (b) Elucidate the benefits and outcomes of non-profit organization to the society. Elucidate with example.

Reg. No. :

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Question Paper Code : 96017

M.B.A. DEGREE EXAMINATION, FEBRUARY/MARCH 2014.

Third Semester

DBA 1703 — STRATEGIC MANAGEMENT

(Regulations 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. What is environmental scanning?
2. Define corporate governance.
3. Define ethics.
4. What is SBU?
5. What is balanced scorecard?
6. Define joint ventures.
7. What is conglomerate diversification?
8. Explain the concept of business process reengineering.
9. Define Intrepreneurship.
10. Define corporate culture.

PART B — (5 × 16 = 80 marks)

11. (a) What are the basic steps in strategic management process.

Or

- (b) Explain the concepts of corporate governance and social responsibility. are they related to each other.

12. (a) In what ways can a corporation's structure and culture be internal strengths or weakness? Explain.

Or

- (b) How can a decision maker identify strategic factors in the corporation's external and international environment?

13. (a) What is strategic fit? Explain the factors to be considered for selecting the best strategy.

Or

- (b) What is functional strategy? Explain various functional strategies in an organization.

14. (a) What do you carry out strategic evaluation and control? Illustrate.

Or

- (b) What are the different ways to implement a retrenchment strategy without creating a lot of resentment and conflict with labor unions. Explain with appropriate examples.

15. (a) Explain how corporate entrepreneurship culture can be cultivated.

Or

- (b) What are the strategic issues for a non-profit organization? Explain with particular reference to organizations such as CRY or Rotary/Lions Club.
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Reg. No. :

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Question Paper Code : 86017

M.B.A. DEGREE EXAMINATION, AUGUST 2013.

Third Semester

DBA 1703 — STRATEGIC MANAGEMENT

(Regulation 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Define Strategic management.
2. What is Strategy?
3. What is competitive advantage?
4. What is Globalization?
5. Explain Vertical Integration.
6. What is strategic fit?
7. What is difference between power and conflict?
8. What is Strategic control?
9. Who is an Entrepreneur?
10. What is innovation?

PART B — (5 × 16 = 80 marks)

11. (a) Explain the importance of the strategy. Analyze the process of strategy formation in an organization.

Or

- (b) Discuss the role of corporate governance in Strategic management.

12. (a) Explain Porter's five forces model in brief.

Or

- (b) What are the core competencies for a successful organization? Also suggest certain measures how to avoid failure and sustain competitive advantage.

13. (a) Explain the importance and role of Balance score card with example of an organization.

Or

- (b) Discuss the different types of functional level strategies.

14. (a) How to design an organization structure as per present global environment? Explain.

Or

- (b) Explain various techniques of strategic evaluation and control.

15. (a) Discuss the various methods of managing technology and innovation in current global scenario.

Or

- (b) You know the context of a non-profit organisation. How can you become an entrepreneur addressing the needs of a non-profit organisation? Explain.

Reg. No. :

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Question Paper Code : 86017

M.B.A. DEGREE EXAMINATION, FEBRUARY/MARCH 2013.

Third Semester

DBA 1703 — STRATEGIC MANAGEMENT

(Regulation 2007-2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Define strategy.
2. What is social responsibility?
3. Components of external environment.
4. What is vertical integration?
5. Define the term balanced score card.
6. What is diversification?
7. Define strategic control.
8. State different business level strategies.
9. What is competitive advantage?
10. State the strategies adopted by small scale industries.

PART B — (5 × 16 = 80 marks)

11. (a) Elucidate the strategic formulation process.

Or

- (b) Discuss the framework of strategic management.

12. (a) Explain Porters five force model.

Or

(b) Briefly explain the generic building blocks of competitive advantage.

13. (a) Explain in depth the various business and functional level strategies with appropriate examples.

Or

(b) Explain in depth the various methods of building and restructuring a corporation.

14. (a) Elucidate the techniques of strategic evaluation and control.

Or

(b) Discuss about the strategic control process.

15. (a) Explain in depth the various issues faced by small scale industries and Non profit organisations. What strategies can they adopt to face those issues.

Or

(b) Enumerate the strategies adopted for managing technology and innovation.

Reg. No. :

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Question Paper Code : 75517

M.B.A. DEGREE EXAMINATION, AUGUST 2012.

Third Semester

DBA 1703 — STRATEGIC MANAGEMENT

(Regulation 2007/ 2009)

Time : Three hours

Maximum : 100 marks

PART A — (10 × 2 = 20 marks)

Answer ALL questions.

1. What is strategic planning?
2. What is corporate governance?
3. What is core competence?
4. What is meant by cost leadership strategy?
5. Mention any two reasons for merger.
6. What is vertical integration strategy?
7. What is matrix organisation?
8. What is social audit?
9. Write a short note on 'technological forecasting'.
10. What is innovation diffusion?

PART B — (5 × 16 = 80 marks)

11. (a) Define strategic management and trace out its benefits and limitations.

Or

- (b) How the theories of corporate social responsibility are classified? Explain.

12. (a) Describe the industry life cycle model used for analyzing the effect of industry evolution on competitive forces.

Or

- (b) Describe VRIO framework of analysis to evaluate the firm's key resources.

13. (a) Describe Porter's Generic business strategies.

Or

- (b) Discuss the variety of factors that govern the strategic choice.

14. (a) What are the behavioural issues relevant for strategy implementation? Explain.

Or

- (b) Critically examine the role of strategic control in management.

15. (a) Describe the various stages of technology life cycle.

Or

- (b) Discuss the strategic issues involved in nonprofit organisations.
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Reg. No. :

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Question Paper Code : 85517

M.B.A. DEGREE EXAMINATION, FEBRUARY 2012.

Third Semester

DBA 1703 – STRATEGIC MANAGEMENT

(Regulation 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Define Corporate Strategy.
2. What is meant by Corporate Governance?
3. What is meant by Industry?
4. Define Resource.
5. Define Turnaround Strategy.
6. Define Horizontal Integration.
7. What is meant by Strategy Implementation?
8. Define Balance Score Card.
9. What is meant by Intrapreneurship?
10. What is meant by Strategic Innovation?

PART B — (5 × 16 = 80 marks)

11. (a) Explain the steps involved in External **Macro Environmental Scanning**.
Or
(b) Enumerate the components of Corporate Governance.
12. (a) Apply SWOT analysis for Indian Railways to improve their business.
Or
(b) Discuss Porter's generic Competitive **advantage strategies**.

13. (a) Elaborate the component of Corporate Directional Strategies.

Or

- (b) Explain the concept of Balance score card.

14. (a) Explain various primary measures for Corporate Performance.

Or

- (b) Explain the strategy implementation process in different organizational stages/structures.

15. (a) Elaborate the Organizational Design for Corporate Entrepreneurship.

Or

- (b) Explain the steps in strategic decision-making process for entrepreneurial ventures.
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Question Paper Code : 95517

M.B.A. DEGREE EXAMINATION, AUGUST 2011.

Third Semester

DBA 1703 — STRATEGIC MANAGEMENT

(Regulation 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Define strategic management.
2. What is corporate social responsibility?
3. What is competitive advantage?
4. What is meant by differentiation strategy?
5. Mention any two advantages of corporate strategy.
6. Differentiate concentric and conglomerate diversification.
7. What is virtual organisation?
8. What is strategic audit?
9. Write a short note on 'technology life cycle'.
10. What is reengineering?

PART B — (5 × 16 = 80 marks)

11. (a) Describe the process of strategic management.

Or

- (b) Discuss the factors which contributed to the growing concern of business towards social responsibility.

12. (a) Describe Porter's five forces shaping competition in an industry.

Or

- (b) How to build or acquire competitive advantage?

13. (a) Describe the different categories of grand strategies.

Or

- (b) Explain BCG Portfolio Matrix.

14. (a) Explain in detail the advantages and disadvantages of SBU.

Or

- (b) Explain the four types of strategic control.

15. (a) Describe any four technology forecasting techniques.

Or

- (b) Perform a SWOT analysis of Indian Telecom Industry.

Reg. No. :

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Question Paper Code : 85517

M.B.A. DEGREE EXAMINATION, FEBRUARY 2011.

Third Semester

DBA 1703 — STRATEGIC MANAGEMENT

(Regulation 2007/2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. How is the concept of strategy defined?
2. What is meant by political risk?
3. What are table stakes?
4. What is counter trade?
5. Differentiate between forward vertical integration and backward vertical integration.
6. What is Balanced Score card?
7. What is meant by, "Trees die from the top"?
8. What is strategic coherence?
9. Who is Product Champion?
10. Who are lead users?

PART B — (5 × 16 = 80 marks)

11. (a) Explain in detail the various pitfalls of strategic planning that management in an organization should watch out for or avoid. Describe any five pitfalls in detail.

Or

- (b) With illustrations from Indian and International context, list the important factors impacting strategic management today.

12. (a) Use the Porter's Five forces model to analyze an industry of your choice.

Or

- (b) Describe the role of product differentiation and how it helps firms take advantage of opportunities in fragmented industries, in emerging industries, in mature industries and in declining industries.

13. (a) Explain in detail the possible strategic options available for a firm in a declining industry. Also enumerate the suitability of the options for different categories of firms.

Or

- (b) Briefly explain the areas in which organizations can increase the probability of alliances success. Also explain the potential risks associated with alliances.

14. (a) Identify the most appropriate organizational structure for a firm pursuing a cost-leadership strategy, and identify the basic responsibilities of the CEO in this type of organization.

Or

- (b) What are the most commonly used quantitative criteria to evaluate strategies? Give several examples of these criteria.

15. (a) Explain the various sources of innovation while venturing entrepreneurial venture.

Or

- (b) List the basic categories of innovation in technological oriented industry. Also enumerate under what conditions may outsourcing technology be appropriate.

Reg. No. :

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Question Paper Code : GG 1517

M.B.A. DEGREE EXAMINATION, AUGUST 2010.

Third Semester

DBA 1703 — STRATEGIC MANAGEMENT

(Regulation 2007)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. What is succession planning?
2. What is the difference between economies of scale and the learning curve?
3. What are the components of the five-forces model of industry structure?
4. Define first mover.
5. Define balanced scorecard.
6. What is related diversification?
7. List any three most commonly adopted outsourcing options.
8. What is a strategic alliance?
9. What is an triggering event?
10. What is winner's curse in merger and acquisition?

PART B — (5 × 16 = 80 marks)

11. (a) Explain in detail the term corporate strategy with its characteristics.

Or

- (b) Explain in detail the strategic management as a process.

12. (a) What is differentiation approach in gaining competitive advantage? What are the ways in which it is attained? Also explain some possible threats to the differentiation position.

Or

- (b) Explain in detail some of the possible sources for synergy for a firm in attaining competitive advantage.
13. (a) List any eight different types of strategies. Give an hypothetical example for each.

Or

- (b) Explain in detail some of the variations of international strategy configuration, and examples of each?
14. (a) With illustrations explain in detail the difficulties associated with implementing strategies in dynamic contexts?

Or

- (b) Discuss some of the reasons why strategy evaluation is becoming increasingly difficult with the passage of time.
15. (a) Explain in detail the strategic business model for innovation.

Or

- (b) Tangy spices Ltd, the countries' biggest spices marketer has decided to launch a hostile bid for Italy's major spice marketer *Chilliano*. This is a rare case of an Indian company making an unsolicited hostile bid for a foreign company. The Tangy Spices Ltd. has competencies in Indian spices. The major destination markets for the Tangy spices Ltd. exports have been the Europe and America. The competencies of *Chilliano* lie in Italian herbs and spices. The Indian with the takeover wishes to synergies its operations in the world market. It also wants to take advantage of the reach enjoyed by the Italian company in several countries where its products are not being sold presently.

The move of hostile takeover follows *Chilliano's* rejection to an agreement entered a year back. At that time *Chilliano* was suffering losses and it offered majority shares at a price of € 2.25. A total of 20% shares were transferred at that time. In one year *Chilliano* was able to turnaround its operations and the company made handsome profits in the last quarter. The promoters who have residual holding of 35% in the company are reluctant to transfer the shares now. They have rejected the agreement with a plea that the earlier offer price was not sufficient.

Tangy spices Ltd. has revised its offer to € 2.95 By this lucrative offer some of the large shareholders of *Chilliano* reveal their interest for selling their stakes. On the other hand, promoters maintained their position on this matter. Through the process of buying of shares in the

market the Tangy spices Ltd. gradually consolidated its holding in *Chilliano* to 45%. Being a major shareholder they were ready for a takeover. At the same time, Tangy spices Ltd. was trying hard to improve their position so that they do not leave any space for *Chilliano's* promoters in future.

Read the above case and answer the following questions :

- (i) What strategic alternatives are to be followed by Tangy spices Ltd?
 - (ii) Is the hostile takeover by an Indian company appropriate?
 - (iii) Why the Tangy Spices Ltd. is interested in this takeover?
 - (iv) Why the promoters are reluctant to transfer the shares after the agreement?
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Reg. No. :

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Z 1517

M.B.A DEGREE EXAMINATION, FEBRUARY 2009.

Third Semester

DBA 1703 – STRATEGIC MANAGEMENT

(Regulation 2007)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Define Strategic management.
2. What do you mean by Social Responsibility of Business?
3. Explain differentiation strategy.
4. What is meant by core competency?
5. Explain functional level strategies.
6. What is meant by strategic alliance?
7. What is organisational life cycle?
8. What is meant by premise control?
9. Explain entrepreneurial venture.
10. What is technological competence?

PART B — (5 × 16 = 80 marks)

11. (a) Discuss the responsibilities and role of the board of directors in strategic management.

Or

- (b) Explain the basic elements of the strategic management process.

12. (a) Discuss Porter's approach to industry analysis.

Or

(b) Explain Porter's generic competitive strategies.

13. (a) Explain any four major types of strategies that organizations usually adopt.

Or

(b) Discuss in detail any four techniques of business level strategic analyses.

14. (a) Elaborate the different risks and challenges of strategy implementation.

Or

(b) Describe the important requirements for effective strategic control. How to achieve it?

15. (a) Explain the different sources of innovation according to Peter Drucker.

Or

(b) What are the characteristics of not-for-profit organization which affect its strategic management? Explain.

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LL 1617

M.B.A. DEGREE EXAMINATION, AUGUST 2009.

Third Semester

DBA 1703 — STRATEGIC MANAGEMENT

(Regulation 2007)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

Write short notes on the following :

1. Corporate Governance.
2. Environmental Scanning.
3. Core Competency.
4. Strategic Business Units.
5. Conglomerate Diversification.
6. Balanced Score Card.
7. Politics.
8. Strategic Controls.
9. Intrapreneurship.
10. Non- Profit Organisation.

PART B — (5 × 16 = 80 marks)

11. (a) Explain the steps involved in Strategic Planning Process.

Or

- (b) Discuss the role of Corporates in Corporate Social Responsibility.

12. (a) Describe the forces for driving industry competition as per Michael E. Porter model.

Or

- (b) Describe the factors for sustaining Competitive advantage of an organisation.

13. (a) Explain the components of Corporate strategy.

Or

- (b) Differentiate Business level strategies from functional level strategies.

14. (a) Enumerate the different stages of Organizational life cycle and highlight the suitable Strategies in each stage.

Or

- (b) Enumerate various techniques for strategic evaluation and control.

15. (a) Discuss the factors for managing technology and innovation.

Or

- (b) Explain the strategic management process in Non-Profit Organisation.

Reg. No. :

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Question Paper Code : YY 1517

M.B.A. DEGREE EXAMINATION, FEBRUARY 2010.

Third Semester

DBA 1703 — STRATEGIC MANAGEMENT

(Regulation 2007)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

Write short notes on the following :

1. Strategic flexibility.
2. Industry environment.
3. Economic environment.
4. Socio cultural segment.
5. Strategic group.
6. Complementors.
7. Core competencies.
8. Competitive rivalry.
9. Resource similarity.
10. Late movers.

PART B — (5 × 16 = 80 marks)

11. (a) What are the size segments of the general environment? Explain the differences among them.

Or

- (b) Explain the model of competitive rivalry.

12. (a) Describe the product quality dimensions.

Or

(b) Briefly explain the differentiation strategy.

13. (a) Describe the levels of diversification.

Or

(b) Explain the reasons for acquisitions.

14. (a) Briefly explain the opportunities and outcomes of International Strategy.

Or

(b) What are the Determinants of international business strategy?

15. (a) Explain the international entry mode.

Or

(b) Explain managing competitive risks in cooperative strategy.
