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Total number of printed pages – 2

MBA
MBA 402 (New)

Fourth Semester (Back) Examination – 2013

STRATEGIC MANAGEMENT

QUESTION CODE : B581

Full Marks – 70

Time : 3 Hours

*Answer Question No. 1 and 2 which are compulsory and any **four** from the rest.
The figures in the right-hand margin indicate marks.*

1. Answer the following questions :

2×10

- Why strategic alliances are formed ?
- Write the hierarchical levels of strategic management
- What is vertical integration ?
- Name the competitive forces that a firm faces.
- How to attain cost leadership ?
- What is amalgamation ?
- Differentiate between goals and objectives.
- What is de-merger ? Cite two examples for it.
- What is PESTL Analysis ?
- Differentiate between concentric and conglomerate diversification.

2. For Indian firms to be competitive in the market, it is essential that they raise the quality of their products and be competitive in pricing. The expectations in the international market will be much higher than in the domestic market. An Indian company operating in the global market must constantly review the appropriateness of its current mission and objectives. This becomes crucial in the context of the return on investments.

P.T.O.

It is likely that corporate parenting may become a dominant strategy model to evaluate business units in order to achieve synergies. The underlying concept is that a high performing unit can transfer knowledge, skill, resources, and capabilities to an underperforming unit.

In the hypercompetitive information-technology market, it is increasingly difficult to retain core distinctive competencies. However, Indian firms should strive to retain this by preventing imitation or by replacement of obsolete technology.

When the industry becomes hypercompetitive, is it possible to have a sustainable competitive advantage ? Give reasons. 10

3. With the help of a schematic diagram explain the various components of a Value chain Analysis in detail. 10
4. State the reasons for mergers and acquisitions. Elucidate the types of mergers and acquisitions. 10
5. With a schematic diagram explain the strategic evaluation process. Discuss a few controlling techniques frequently used in the sphere of strategic management. 10
6. Why is it important to study Business portfolio management ? Discuss BCG matrix. 10
7. If you are a manufacturer of 3D television and willing to market your product in Bhubaneswar, where the market for 3D television is yet in an infant stage Suggest a marketing strategy to penetrate & flourish in such market. 10
8. Write short notes on : 5×2
 - (a) Charting of core competence
 - (b) Balance score card.

