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Question Paper Code	12261
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M.B.A - DEGREE EXAMINATIONS, NOV / DEC 2023

Third Semester

Master of Business Administration

20MBT302 – STRATEGIC MANAGEMENT

(Regulations 2020)

Duration: 3 Hours

Max. Marks: 100

PART - A (10 × 2 = 20 Marks)

Answer ALL Questions

- | | <i>Marks,
K-Level, CO</i> |
|---|-------------------------------|
| 1. Outline any 4 benefits of strategic management. | <i>2,K1,CO1</i> |
| 2. Infer the difference between objectives and goal. | <i>2,K1,CO1</i> |
| 3. How does a firm acquire competitive cost advantage? | <i>2,K2,CO2</i> |
| 4. Classify the difference between core and distinctive competencies. | <i>2,K2,CO2</i> |
| 5. Define retrenchment. | <i>2,K1,CO3</i> |
| 6. Recall any three strategies used by companies to enter intoglobalmarket. | <i>2,K1,CO3</i> |
| 7. List out the factors that affect resource allocation. | <i>2,K1,CO4</i> |
| 8. Define the term conflict and also list some sources of conflict in an organization. | <i>2,K2,CO4</i> |
| 9. Demonstrate the difference between technology and innovation with suitable examples. | <i>2,K2,CO5</i> |
| 10. Summarize your understanding on NPO. | <i>2,K2,CO5</i> |

PART - B (5 × 13 = 65 Marks)

Answer ALL Questions

11. a) As a strategic consultant draft a strategic formulation process for new manufacturing company. *13,K2,CO1*
- OR**
- b) Explain the term Corporate Governance and illustrate the process adopted by WIPRO Technologies Ltd. *13,K3,CO1*
12. a) Explain Michel E. Porter's five forces business competition model for an automotive company of your choice. *13,K2,CO2*
- OR**
- b) Discuss the ways and means to avoid failures and sustaining competitive advantage in a real world scenario. *13,K3,CO2*

13. a) A&B Ltd is a FMCG company wants to go global. What are the different strategies available for them to adopt? If they want to be more of local responsiveness, then which strategy will be more suitable? *13,K3,CO3*

OR

- b) Demonstrate how strategic analysis can be executed using any three strategic analysis tools of your choice. *13,K2,CO3*

14. a) During strategic implementation how the organizational structure and organizational culture will influence it –Explain. *13,K2,CO4*

OR

- b) Politics, Power and conflicts are some of the major challenges faced during strategic implementation. Do you agree? Justify. *13,K3,CO4*

15. a) Elaborate the strategic issues and challenges for Non Profit Organizations. *13,K2,CO5*

OR

- b) Innovation and creative business thoughts are a essential for a sustainable business. Justify this with new business models and strategies. *13,K3,CO5*

**PART - C (1 × 15 = 15 Marks)
(Compulsory)**

16. a) **A Not-for-Profit Organization:**
At a local college, the officers of the student community service organization which collects and buys food and distributes it to people in need are having their February meeting. Sitting in the meeting room are Beth Smith, the organization's president, and two officers: Rosemary Olsen, vice president, and Steve Andrews, volunteer coordinator. Beth announces, "Our funds are almost exhausted. The demands on the food bank have been increasing. We need to figure out how to get more funds."
"We need to have a fund raising project," responds Rosemary. Steve suggests,
"Can't we ask the city government if they can increase their allocation of funds to us?"
"They are strained. They may even cut our allocation next year, replies Beth."
"How much do we need to get us through this year?" asks Rosemary?
"About \$10,000, answers Beth, and we are going to start needing that money in about two months."
"We need a lot of things besides money. We need more volunteers,

more space for storage, and more food donations," says Steve.
"Well, I guess we can make that all part of the fund-raising project. This is going to be fun!" says Rosemary excitedly.

"This project is growing. We will never get it done in time," Beth says.

Rosemary responds, "We will figure it out and get it done. We always do.

"Is a project what we need "What are we going to do next year another project?" asks Steve.

"Besides, we are having a hard time getting volunteers any way. May be we need to think about how we can operate with less money. For example, how can we get more food donations on a regular basis so we won't have to buy as much food? Rosemary jumps in. "Great idea! You can work on that while we also try to raise funds. We can't leave any stone unturned."

"Time out, says Beth."These are all very good ideas, but we have limited funds and volunteers and a growing demand. We need to do something now to make sure we don't have to close our doors in two months. I think we all agree we need to undertake some type of initiative. But am not sure we all agree on the objective."

Questions:

1. What are the needs that have been identified?
2. What is the project objective?

7,K3,CO5

8,K3,CO5