

CBCS SCHEME

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16/17MBA25

Second Semester MBA Degree Examination, Dec.2018/Jan.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. Write any two characteristics of strategic management. (02 Marks)
b. What is business model? Highlight the components of business model. (06 Marks)
c. How to analyze the company's external environment? What are the strategically relevant components of external environment of a company? (08 Marks)
- 2 a. Write few sources of key success factors of an organization. (02 Marks)
b. Briefly narrate about hierarchy of strategic intent. Define strategic intent. (06 Marks)
c. Explain 'strategic management process'. (08 Marks)
- 3 a. Write three issues in strategy formulation. (02 Marks)
b. Explain briefly the dominant economic features of an industry. (06 Marks)
c. Explain the perspectives which are integrated to form the balance scorecard frame work. (08 Marks)
- 4 a. What do you mean by Bench Marking? (02 Marks)
b. Explain BCG matrix with the diagram. (06 Marks)
c. Discuss Generic Competitive Strategies. (08 Marks)
- 5 a. What is differentiation strategy? (02 Marks)
b. Explain value-chain analysis. (06 Marks)
c. Discuss with a diagram G.E Nine cell matrix. (08 Marks)
- 6 a. What are the strategic alternatives for entrepreneurial level firm? (02 Marks)
b. Write a brief note on the strategic alternatives for large and diversified companies. (06 Marks)
c. What are the Barriers to strategy implementation? Explain. (08 Marks)
- 7 a. What is functional strategies? (02 Marks)
b. Explain the different elements of institutionalizing strategy. (06 Marks)
c. Discuss key-strategic leadership actions. (08 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.

8 **CASE STUDY** : (Compulsory)

Balance score card perspective on Philips

Balance scorecard model developed by Dr. Kaplan in 1990, proposed that organization should be mission driven rather than finance driven. During the late 1990's rapid changes in the external environment necessitated Philips to make its operations flexible, innovative and value adding. This led the company to introduce a program called business excellence through speed and team work in July 1998. Several tools were used in BEST, and one such tool was the balance scorecard. There were four perspectives in Philip's balance scorecard competence, processes, customers and finance. Philips identified critical success factors which were important to create value and grouped them under these four perspectives. Each of the business units has their own CSF's which were established with the help of the guidelines provided by corporate quality department at Philips. The success of the CSF's was measured through performance indicators. To measure the performance of the key indicators, a traffic light system was used.

Questions:

- a. Write how the implementation of balance scorecard model can help in improving the performance of the organization. (04 Marks)
- b. Examine the use of balance scorecard as a tool of communicate corporate strategy. (04 Marks)
- c. What are the roles of senior management to be appreciated in initiating and implementing business transformation? (04 Marks)
- d. Write the importance of goals and strategies in guiding an organization. (04 Marks)

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