

Internal Assessment Test - I

Sub:	STRATEGIC MANAGEMENT					Code:	17MBA25
Date:	24/03/2018	Duration:	90 mins	Max Marks:	40	Sem:	II
		Branch:	MBA				

		Marks	OBE	
			CO	RBT
Part A - Answer Any Two Full Questions (16*02=32 Marks)				
1 (a)	What is a strategy? Give an example.	[02]	CO1	L1
(b)	Discuss the process of strategic management.	[06]	CO2	L2
(c)	Explain the concept of “Balanced Scorecard” and analyze its role in today’s competitive scenario, with a suitable example.	[08]	CO3	L4
2 (a)	Cite any two examples each of vision & mission statement of a company.	[02]	CO1	L1
(b)	Distinguish between strategy and tactics. Discuss the characteristics of a good strategy.	[06]	CO2	L4
(c)	“Victorious warriors win first and then go to war, while defeated warriors go to war first and then seek to win.” Justify the statement with reference to the importance and relevance of strategic management in organization.	[08]	CO4	L5
3 (a)	Define company philosophy with a suitable example.	[02]	CO1	L1
(b)	Write short notes on: i) Strategy Formulation ii) Financial Objectives	[06]	CO2	L3
(c)	Differentiate Vision & Mission statement. Discuss the elements of a mission statement.	[08]	CO1	L2
Part B - Compulsory (01*08=08 marks)				
4	Tesla Motors (Tesla), an American automotive company, was ranked #1 on Forbes’ fifth annual list of the world’s most innovative companies 2015 ahead of Salesforce.com.Inc. for the first time in five years. Tesla, whose prime focus was on energy innovation, was a technology and design company which had forayed into the automotive manufacturing business. It took on the traditional automotive industry with its innovations, competing to develop the best world class technology in electrical vehicles (EVs). It disrupted the global automotive industry as a distinct player by focusing on innovation, Research & Development (R&D), and the customer. Its innovations in design, the development process, product differentiation, and marketing strategy revolutionized the global automotive industry.			

Tesla disrupted the global automotive industry through its innovations, one of the core values of the company. It surpassed the competitors in the EV segment through the incorporation of standardized production practices followed by world class technology. Its innovative strategy in design, development process, and marketing made it a leader with a difference in the automotive industry. Among the unique product features, its product innovation strategy focused on the power system while its product development process centered on maximization of speed. Critics pointed out that the high cost and limited range of EVs seemed to be the major challenges for Tesla in a diversified competitive market. Besides, cost of battery and limited Superchargers were expected to pose problems for Tesla in expanding its business.

- (a) Identify the key focus areas of Tesla. Discuss importance of each one of them in detail.
- (b) Conduct a SWOT analysis of Tesla and summarize its global business strategy which is making it a market leader.

CO4	L2
CO3	L5

Course Outcomes		PO1	PO2	PO3	PO4	PO5	PO6	PO7		
CO1:	Formulate a strategic plan that operationalizes the goals and objectives of the firm.	1a					2a 3a	3c		
CO2:	Use management concepts to analyze complex business situations		2b	1b 3b						
CO3:	Associate with various Strategic Management models for Business situations					1c	4b			
CO4:	Ability to evaluate and critique theories and models in corporate environment.	2c				4a				

Cognitive level	KEYWORDS
L1	List, define, tell, describe, identify, show, label, collect, examine, tabulate, quote, name, who, when, where, etc.
L2	summarize, describe, interpret, contrast, predict, associate, distinguish, estimate, differentiate, discuss, extend
L3	Apply, demonstrate, calculate, complete, illustrate, show, solve, examine, modify, relate, change, classify, experiment, discover.
L4	Analyze, separate, order, explain, connect, classify, arrange, divide, compare, select, explain, infer.
L5	Assess, decide, rank, grade, test, measure, recommend, convince, select, judge, explain, discriminate, support, conclude, compare, summarize.

P01: Apply knowledge of management theories and practices to solve business problems.

P02: Cultivate analytical and logical thinking abilities for rational and data-based decision making.

P03: Function effectively as an individual as well as empathetically as a member in diverse teams and in multi-cultural environments with effective communication skills.

P04: Ability to develop value based leadership qualities.

P05: To engage in 'life-long learning' approach towards managing challenges of global business environment and economic changes.

P06: To analyze and practice global, economic, legal and ethical aspects of business.

P07: Potential to lead oneself as well as others in pursuit of personal and societal growth