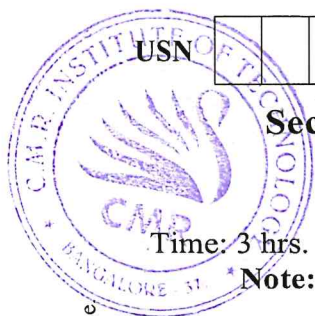


# CBCS SCHEME

18MBA25



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## Second Semester MBA Degree Examination, Aug./Sept.2020 Strategic Management

Time: 3 hrs.

Max. Marks:100

Note: 1. Answer any FOUR full questions from Q.No.1 to 7.  
2. Q.No. 8 is compulsory.

- 1 a. What is meant by strategic management? (03 Marks)  
b. Discuss the porter's five force model of industry analysis with suitable illustration. (07 Marks)  
c. Discuss various reasons for merger and acquisition, support your answer with the help of example. (10 Marks)
- 2 a. What is value chain analysis? (03 Marks)  
b. List out characteristic of strategic management. (07 Marks)  
c. Enumerate and explain different level of strategy. (10 Marks)
- 3 a. What do you understand by PERT analysis? (03 Marks)  
b. Narrate strategic management process. (07 Marks)  
c. Technological factor represent major opportunities and threat which must be taken into account while formulating strategies. Critically comment on the statement keeping in mind the technological advance in field of agriculture. (10 Marks)
- 4 a. Expand BCG matrix and listout four business portfolio based on industry attractiveness. (03 Marks)  
b. What are the eight methods for entering into foreign markets? (07 Marks)  
c. What were the major strategic drawbacks of Kingfisher's airline? What was the vital reason for its dropdown? Consider the strategic issues and justify it. (10 Marks)
- 5 a. What is tactics? (03 Marks)  
b. Explain how corporate culture promotes implementation of strategic using suitable example. (07 Marks)  
c. "Achieving sustainable competitive advantage when an attractive number of buyers prefer its products or service over the offering of competitors and when the basis for the preference is durable". Comment above statement with proper justification. (10 Marks)
- 6 a. What is Vertical Integration (VI)? (03 Marks)  
b. Elaborate GE nine cell planning grid with diagram. (07 Marks)  
c. Explain the process of strategic implementation. (10 Marks)
- 7 a. Define strategic audit. (03 Marks)  
b. Do a SWOT analysis for Reliance Gio 4G services in Indian market and analyse the strategic approach of Reliance commutation in this regard. (07 Marks)  
c. As a corporate planner of a large MNC, how would you plan the environment for the different units located at different place and belonging to different industries? (10 Marks)

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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.

**CASE STUDY**

Toshiba, consumer electronics and engineering company. Toshiba announced in July that its CEO would step down in the aftermath of an investigation into the company's profit inflation scheme. Toshiba overstated operating profit by \$1.9 billion (225 billion yen) over seven years going back to 2008. The September announcement of the scheme represent, an even bigger correction than the \$1.2 billion adjustment report in July.

Toshiba says its inflated profits by nearly \$2 billion over seven years, by Kana Inagaki, Financial Times, September 7, Toshiba just lost its CEO to a huge accounting scandal by Geoffrey Smith, Fortune, July 21 and Toshiba inflated earning by \$1.2 billion, a panel of experts say, by Jonathan soble, July 20, the New York times.

An 82 page summary of the investigations finding stated that there "existed a corporate culture at Toshiba where it was impossible to go against the boss will". And make no mistake about it. The investigators concluded that the earnings for inflation loan intentional, not something that could be attributed to accounting errors. The report described "a systematic involvement including by top management, with the goal of intentionally inflating the appearance of net profits".

Investigation interviewed 210 subjects including the company's auditors, in connection with the investigation. They found problem in all six of Toshiba's major divisions particularly in the company's infrastructure division, in which they discovered 15 separate instances where employers established in adequate reserves for cost overruns and construction delays.

**Question:**

- a. According to you which of the following challenges does Toshiba face in managing its fraud risk proactively explain your answer with justification:
  - i) Focus is an incident response when allegations arise.
  - ii) Fraud is not considered high risks within the organizations.
  - iii) Cultural norms present unique challenges that have yet to address
  - iv) Do not have senior manager who deals with fraud risk management. (10 Marks)
- b. Being a management student recognize the real problem that was faced by Toshiba and apply the strategic model to analyze the situation. (10 Marks)

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