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**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY:: PUTTUR
(AUTONOMOUS)**

MBA II Year II Semester Regular Examinations July-2021

STRATEGIC MANAGEMENT

Time: 3 hours

Max. Marks: 60

SECTION – A

(Answer all Five Units 5 x 10 = 50 Marks)

UNIT-I

1 What is environmental scanning? Write about its underlying factors. 10M

OR

2 “Mission & Vision statements are provides a direction to the organization”. Are you 10M
Agreeing with this? Discuss.

UNIT-II

3 a Explain SWOT analysis. 05M

b Explain about the value chain analysis in organization. 05M

OR

4 Explain the chief properties of BCG matrix. 10M

UNIT-III

5 What is strategic management? Explain the significance of strategy formulation. 10M

OR

6 a How do you formulate a strategy at functional level? 5M

b Differentiate the concentric and conglomerate diversification. 5M

UNIT-IV

7 a What is strategic leadership? Explain the role of leader in strategic implementation. 5M

b What are the types of strategies that you learnt from Strategic management? 5M

OR

8 Explain about Tailoring strategy to fit specific industry and company situations. 10M

UNIT-V

9 Write short notes on Transactional versus Transformational leaders and Strategic audit. 10M

OR

10 Define strategic control. Explain the guidelines for effective strategic control. 10M

SECTION – B

(Compulsory Question)

11

1 x 10 = 10 Marks

Meters Limited is a company engaged in the designing, manufacturing, and marketing of instruments like speed meters, oil pressure gauges, and so on, that are fitted into two and four wheelers. Their current investment in assets is around Rs. 5 crores and their last year turnover was Rs. 15 crores, just adequate enough to breakeven. The company has been witnessing over the last couple of years, a fall in their market share prices since many customers are switching over to a new range of electronic instruments from the angel of mechanical instruments that have been the mainstay of Meters Limited. The Company has received a firm offer of cooperation from a competitor who is similarly placed in respect of product range. The offer implied the following:

- (i) transfer of the manufacturing line from the competitor to Meters Limited;
- (ii) Manufacture of mechanical instruments by Meters Limited for the competitor to the latter's specifications and brand name; and
- (iii) Marketing by the competitor. The benefits that will accrue to Meters Limited will be better utilization of its installed capacity and appropriate financial compensation for the manufacturing effort. The production manager of Meters Limited has welcomed the proposal and points out that it will enable the company to make profits. The sales manager is doubtful about the same since the demand for mechanical instruments is shrinking. The chief Executive is studying the offer.

Answer the following questions:

1. What is divestment strategy? Do you see it being practiced in the given case? Explain.
2. What is stability strategy? Should Meters Limited adopt it?
3. What is expansion strategy? What are the implications for Meters Limited in case it is adopted?
4. What are your suggestions to the Chief Executive?