



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

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QUESTION BANK (DESCRIPTIVE)

Subject with Code: Strategic Management (20MB9039)

Course & Branch: MBA

Regulation: R20

Year & Sem: II-MBA & II-Sem

UNIT – I

INTRODUCTION TO STRATEGIC MANAGEMENT

1	a	Define strategic management. Explain in detail about the components of strategic management process.	[L3][CO1]	[5M]
	b	Why are mission and vision important for organizational goals and objectives?	[L3][CO1]	[5M]
2	a.	Discuss the nature and significance of strategic management.	[L2][CO1]	[5M]
	b	Elaborate the basic elements of strategic management process.	[L4][CO1]	[5M]
3	a	Define Strategy. How do you consider that strategic management is a process?	[L2][CO1]	[5M]
	b	Why is strategy more complex- comment	[L2][CO1]	[5M]
4	a	What is environmental scanning? Write about its underlying factors.	[L1][CO1]	[5M]
	b	Define vision and mission with examples.	[L3][CO1]	[5M]
5	a	Define and differentiate between vision, mission, goals objectives and policies.	[L2][CO1]	[5M]
	b	Explain the strategic management, its importance and limitations.	[L3][CO1]	[5M]
6		Explain with example the terms Mission, the Vision, and the Strategic Intent Statements. Why and when is there likely to be conflict between them?	[L4][CO1]	[10M]
7	a	Why vision and mission statements are important in strategic management?	[L2][CO1]	[5M]
	b	How are values important to the content of mission and vision statements?	[L1][CO1]	[5M]
8		Explain how the strategic management process can be applied to an organization.	[L3][CO1]	[10M]
9		The success of a strategy would depend upon the right environmental analysis. Do you agree? Discuss with examples.	[L4][CO1]	[10M]
10	a	Discuss about environmental scanning and explain the process of environmental scanning.	[L3][CO1]	[5M]
	b	Importance and components of environmental scanning- discuss	[L2][CO1]	[5M]

UNIT –II
STRATEGIC ANALYSIS AND CHOICE

1	a	Write a brief note on importance of strategic choice.	[L2][CO2]	[5M]
	b	How do you use Porter's Five Forces with examples?	[L2][CO2]	[5M]
2	a	Strategic analysis and choice is very important before closing down any unit. Do you agree?	[L4][CO2]	[5M]
	b	Critically examine the efficiency of BCG matrix as a tool of strategy management	[L4][CO2]	[5M]
3		Strategic analysis and choice is very important before closing down any unit. Do you agree? Explain with the help of BCG Matrix and GE nine cell matrixes.	[L4][CO2]	[10M]
4	a	Discuss in detail GE nine cell matrixes with the help of a suitable example from the industry.	[L2][CO2]	[5M]
	b	Explain how value chain analysis could help in organizational analysis.	[L4][CO2]	[5M]
5	a	Explain the application of TOWS matrix in strategy formulation.	[L3][CO2]	[5M]
	b	Explain the GE Multifactor Portfolio Matrix with suitable examples.	[L3][CO2]	[5M]
6	a	TOWS matrix explained with an example.	[L3][CO2]	[5M]
	b	Explain briefly the process of strategy choice with flow chart.	[L3][CO2]	[5M]
7		Explaining the VRIO Framework .With A Real-Life Example.	[L3][CO2]	[10M]
8	a	Explain Michael Porter's five forces model for analyzing industries and competitors.	[L4][CO2]	[5M]
	b	Explain about Organizational analysis, and the value chain analysis	[L3][CO2]	[5M]
9	a	How McKinsey's 7S framework is useful in strategic management?	[L2][CO2]	[5M]
	b	What is the difference between quantitative analysis and quantitative analysis?	[L2][CO2]	[5M]
10	a	Briefly explain how the SWOT analysis and TOWS matrix are used in a newly budding organization	[L3][CO2]	[5M]
	b	How do you identify opportunities and threats of a business?	[L1][CO2]	[5M]

UNIT –III
STRATEGY FORMULATION

1		Explain about Corporate level Strategy elaborately.	[L4][CO3]	[10M]
2		Explain the information needed for proper formulation of strategy at corporate, business levels.	[L3][CO3]	[10M]
3		Business units have a choice of three generic strategies. Explain these strategies.	[L3][CO3]	[10M]
4		Explain about retrenchment strategy and combination strategy used in an organization for profit maximization of a company.	[L3][CO3]	[10M]
5		Explain in detail the corporate strategy in terms of directional strategies such as Growth, Stability and Retrenchment strategies.	[L4][CO3]	[10M]
6		How do you formulate a strategy at Business level? Explain it with an example	[L3][CO3]	[5M]
7		Elucidate the generic strategic alternatives with suitable example for an organization.	[L4][CO3]	[10M]
8	a	What is an example of a corporate growth strategy?	[L3][CO3]	[5M]
	b	What are some examples of retrenchment strategy?	[L3][CO3]	[5M]
9		Discuss the business level strategies of differentiation, low cost and focus. What according to you are the risks and benefits of cost leadership?	[L3][CO3]	[10M]
10		Differentiate between horizontal and vertical growth strategy. How do they differ from concentric diversification	[L3][CO3]	[10M]

UNIT –IV
STRATEGY IMPLEMENTATION

1		What are the some examples of offensive strategies?	[L4][CO4]	[10M]
2		Explain briefly defensive strategies with suitable examples.	[L3][CO4]	[10M]
3		Discuss any four growth strategies of an organization to increase their profits.	[L4][CO4]	[10M]
4		Discuss strategy implementation process and why it is important?	[L3][CO4]	[10M]
5		Illustrate and explain the organizational structure of a multiproduct company. Give suitable examples.	[L4][CO4]	[10M]
6	a	Differentiate Horizontal Integration and Vertical Integration.	[L2][CO4]	[5M]
	b	Briefly explain Types of Vertical Integration with examples.	[L3][CO4]	[5M]
7		What are the types of organization structure? Explain its merits and demerits.	[L4][CO4]	[10M]
8	a	Explain the precautions to be taken in resource allocation under strategic management.	[L3][CO4]	[5M]
	b	Is the implementation of horizontal integration an effective company strategy explained?	[L4][CO4]	[5M]
9		What is strategic leadership? Explain the role of leader in strategic implementation.	[L3][CO4]	[10M]
10		How to implement management of change in the workplace?	[L4][CO4]	[10M]

UNIT –V
STRATEGY EVALUATION AND CONTROL

1		What are the salient techniques of strategic evaluation and control?	[L3][CO6]	[10M]
2	a	What are the steps involved in strategic control?	[L1][CO6]	[5M]
	b	Strategists and their role in strategic management-Discuss	[L2][CO6]	[5M]
3	a	Explain the steps involved in designing a strategic control system in an organization.	[L3][CO6]	[5M]
	b	Explain the important requirements for effective strategy control. How to achieve it?	[L4][CO6]	[5M]
4	a	Define strategic audit. What are the types of strategic audit?	[L2][CO6]	[5M]
	b	Define strategic control. Explain the guidelines for effective strategic control.	[L3][CO6]	[5M]
5	a	Discuss about the strategic control techniques adopted by the business organization.	[L4][CO6]	[10M]
	b	What is the significance of strategic control and operational control in determining the success of the strategy?	[L2][CO6]	[5M]
6	a	What is strategic control system explain with help of examples?	[L2][CO6]	[5M]
	b	Explain the concept and need strategic audit. Why it's more difficult in present scenario?	[L3][CO6]	[5M]
7	a	What is Benchmarking? Explain briefly the elements of involved in benchmarking process.	[L3][CO6]	[5M]
	b	Explain the role of a strategist in evaluating the performance using benchmarking?	[L3][CO6]	[5M]
8	a	Write about the Role of the strategist in evaluation and control of strategic management.	[L1][CO6]	[5M]
	b	Firm can use benchmarking process to achieve improvement in diverse range of management functions- Elucidate	[L4][CO6]	[5M]
9		What is Strategic Information System? What ways does it help the management to make informed decisions?	[L3][CO6]	[10M]
10		Strategy and corporate evaluation and feedback in the Indian context-Elucidate	[L4][CO6]	[10M]

CASE STUDY -1

Tangy spices Ltd, the countries' biggest spices marketer has decided to launch a hostile bid for Italy's major spice marketer Chilliano. This is a rare case of an Indian company making an unsolicited hostile bid for a foreign company. The Tangy Spices Ltd. has competencies in Indian spices. The major destination markets for the Tangy spices Ltd. exports have been the Europe and America. The competencies of Chilliano lie in Italian herbs and spices. The Indian company with the takeover wishes to synergies its operations in the world market. It also wants to take advantage of the reach enjoyed by the Italian company in several countries where its products are not being sold presently.

The move of hostile takeover follows Chilliano's rejection to an agreement entered a year back. At that time Chilliano was suffering losses and it offered majority shares at a price of € 2.25. A total of 20% shares were transferred at that time. In one year Chilliano was able to turn around its operations and the company made handsome profits in the last quarter. The promoters who have residual holding of 35% in the company are reluctant to transfer the shares now. They have rejected the agreement with a plea that the earlier offer price was not sufficient.

Tangy spices Ltd has revised its offer to € 2.95. By this lucrative offer some of the large shareholders of Chilliano reveal their interest for selling their stakes. On the other hand, promoters maintained their position on this matter. Through the process of buying of shares in the market the Tangy spices Ltd. gradually consolidated its holding in Chilliano to 45%. Being a major shareholder they were ready for a takeover. At the same time, Tangy spices Ltd. was trying hard to improve their position so that they do not leave any space for Chilliano's promoters in future.

Questions:

- (1) What strategic alternative is followed by Tangy spices Ltd?
- (2) Is the hostile takeover by an Indian company appropriate?
- (3) Why the Tangy Spices Ltd. is interested in this takeover?
- (4) Why the promoters are reluctant to transfer the shares after the agreement?

CASE STUDY -II

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.

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?

CASE STUDY -II

Airtel will take over Telenor India's spectrum, licenses and operations, including its employees and a customer base of 44 million With 7 circles of Andhra Pradesh, Bihar, Maharashtra, Gujarat, Uttar Pradesh (East and West) and Assam with employees of approx 800, a famous Norwegian Telecom operator Telenor would be bought by Bharati Airtel. Less than a month after Vodafone confirmed it was in talks with idea cellular for a possible merger in India which could create the country's largest mobile operator, Indian based Airtel has come up with this sparkling news. This deal will help India's largest telecom services provider to widen its lead over Mukesh Ambani-led Reliance Jio, which has already notched up 100 million users. Were Vodafone and idea to successfully conclude a merger, the combined entity would have almost 400 million users. "Bharti Airtel has entered into a definitive agreement with Telenor South Asia Investments Pvt. Ltd. To acquire Telenor India", Bharti said in a statement. "It will also enable Airtel to further bolster its strong spectrum footprint in these seven circles, with the addition of 43.4 MHz spectrum in the 1800 MHz band" it said. Through the companies didn't disclose the deal size, a Deutsche Bank Market Research report pegged the value of the transaction at about 300 million or more than 2,000 crore. Bharti Airtel shares gained 1.4% on the BSE to close at 366.05 on 23rd Feb 2017.

Questions:

- (a) If you were a 'strategic manager' of Reliance Jio, how could you take this takeover policy of Airtel
- (b) Analyze the role of 'corporate strategist' in formulation of the takeover deal of Airtel over Telenor.
- (c) Contrast the confirmed Vodafone and idea cellular possible merging with the outcome (affects) of Airtel takeover of Telenor.

CASE STUDY -II

Margaret Quinn, the president of Eastern Electric Corporation, one of the largest electric utilities operating in the eastern United States, had long been convinced that effective planning in the company was essential to success. For more than 10 years, she had tried to get a company -planning program installed without seeing much result. Over this time, she had consecutively appointed three vice presidents in charge of planning and, although each had seemed to work hard at the job, she noticed that individual department heads kept going their own ways. They made decisions on problems as they came up and they prided themselves on doing an effective job of “fighting fires.” However, the company seemed to be drifting, and individual decisions of department heads did not always jibe with each other. The executive in charge of regulatory matters was always pressing state commissions to allow higher electric rates without having very much luck, since the commissions felt that costs, although rising, were not justified. The head of public relations was constantly appealing to the public to understand the problems of electric utilities, but electric users in the various communities felt that the utility was making enough money and that the company should solve its problems without raising rates. The vice president in charge of operations, pressed by many communities to expand electric lines to put all lines underground to get rid of unsightly poles and lines and to give customers better service, felt that costs were secondary to keeping customers off his back. When a consultant called in at the request of Ms. Quinn looked over the situation, he found that the company really was not planning very well. The vice president of planning and his staff were working hard making studies and forecasts and submitting them to the president. There they stopped, since all the department heads looked on them as impractical paperwork that had no importance for their day-to-day operations.

Questions:

- (a) If you were the consultant, what steps would you suggest to get the company to plan effectively?
- (b) How would you suggest to the president that your recommendations be put into effect?

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