

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

MBA II Year II Semester Regular & Supplementary Examinations May/June-2024
STRATEGIC MANAGEMENT

Time: 3 Hours

Max. Marks: 60

SECTION – A

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

UNIT-I

1 a Why are mission and vision important for organizational goals and objectives? CO1 L1 5M

b What is environmental scanning? Write about its underlying factors. CO1 L2 5M

OR

2 Explain how the strategic management process can be applied to an organization. CO1 L2 10M

UNIT-II

3 a How do you use Porter's Five Forces with examples? CO2 L3 5M

b Explain how value chain analysis could help in organizational analysis CO2 L2 5M

OR

4 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. CO2 L4 10M

UNIT-III

5 Explain about Corporate level Strategy elaborately CO3 L2 10M

OR

6 a What are some examples of retrenchment strategy? CO3 L2 5M

b How do you formulate a strategy at Business level? Explain it with an example. CO3 L3 5M

UNIT-IV

7 Illustrate and explain the organizational structure of a multiproduct company. Give suitable examples. CO4 L2 5M

OR

8 a Differentiate Horizontal Integration and Vertical Integration. CO4 L3 10M

b Explain the precautions to be taken in resource allocation under strategic management. CO4 P2

UNIT-V

9 a Strategists and their role in strategic management-Discuss CO5 L4 10M

b Define strategic audit. What are the types of strategic audit? CO5 L2

OR

10 a What is Benchmarking? Explain briefly the elements of involved in benchmarking process. CO5 L1 5M

b Firm can use benchmarking process to achieve improvement in diverse range of management functions- Elucidate. CO5 L2 5M

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.

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?

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