MB-121

Sl.No. : **Total No. of Pages : 3**

IV Semester M.B.A. Degree Examination, May - 2025
(SLM Scheme) (NON-CBCS)
MANAGEMENT
Strategic Management

Time : 3 Hours **Max. Marks : 80**

SECTION - A

Answer any five sub-questions. Each sub-question carries three marks.

[5 × 3 = 15]

Q1) a) Define strategic management.

b) What are Joint Ventures?

c) Define competitive advantage

d) What do you mean by forward integration?

e) Distinguish between Goals and objectives

f) What is strategic alliance?

g) Define Project.

SECTION - B

Answer any four questions. Each question carries five marks. **[4 × 5 = 20]**

Q2) State the objectives of strategic management.

Q3) What are the various levels of strategy?

Q4) State the reason for poor strategic planning.

Q5) List out the reasons for adopting stability strategy.

Q6) What are the sources of Core Competence?

Q7) What do you mean by corporate governance? Explain

SECTION - C

Answer any three questions. Each question carries ten marks. [3 × 10 = 30]

Q8) Describe the process of strategy formulation.

Q9) Explain the various techniques of evaluating strategic alternatives.

Q10) Examine the factors of PEST analysis.

Q11) Discuss the various environmental factors affecting the business.

Q12) Explain the various measures of evaluating corporate performance.

SECTION - D

Q13) **Case (Compulsory). [1 × 15 = 15]**

Indian Iron and Steel Industry has come of age. Having a reserve of 18 million tonnes of ore deposits, the industry's production accounted for 207 million tonnes in 2007-08, of which nearly 48% of volume was exported in the raw form. Like-wise import of specific grades of steel, increased by 39% when compared to 2006-07 figures. Most of the Psu's and Co's in private sectors registered unprecedented sales turnover and profits, during April' 08-June' 08 quarter.

However the honeymoon period appears to be loosing out since the GDP growth of India is estimated at 7.5%. Despite the robust growth in infrastructure industry,other major consuming segments, major steel producers are either cutting down production or limiting exports. Prices are highly volatile reflecting irregular consumption pattern. Companies have now succeeded in forming govt to impose 5% of import duty, after the withdrawal of 15% export duty. The whole scenario suggest that appropriate remedial measures are immediately worked out and implemented.

With the help of the following core competence matrix, discuss

a) Evaluation of differentiation opportunities.

b) Competitive advantages relevant to mature and determining industries.

c) Selecting of an industry specific business strategies.

Rating Index

Indian steel industry at a glance								
Item	Unit	India	Brazil	South Korea	Canada	USA	Japan	Germany
Product quality	Index	41	52	61	68	60	93	93
Product design	Index	34	57	49	58	70	81	71
On-time - delivery	Index	30	36	59	62	63	93	88
After sales service	Index	41	39	47	63	58	90	79
Distribution network	Index	52	52	57	66	74	72	76
Labour productivity	Ratio	6177	7724	9291	30034	44070	4667	38207
Training	Index	36	37	47	40	48	79	69
Managerial Initiative	Index	61	61	68	62	74	72	73
Expenses in R&D	% of GDP	0.91	0.38	1.63	1.32	2.66	2.85	2.79
Information Tech	Index	44	52	59	63	57	82	87