MBHC-3.2

Sl.No. : **Total No. of Pages : 2**

III Semester M.B.A. Degree Examination, February - 2024
(CBCS) (SLM Scheme)
MANAGEMENT
Strategic Management

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

SECTION - A

Answer any five questions. Each question carries five marks. [5 × 5 = 25]

1. Explain how competitive advantage can be achieved through value chain Analysis.

2. Define Vertical Integration.

3. What is vision and mission statement?

4. What is Environmental scanning?

5. Distinguish between micro and macro environment factors.

6. Explain the concept of synergy.

7. Discuss the important system for strategic evaluation and control.

SECTION - B

Answer any four sub-questions. Each question carries ten marks. [4 × 10 = 40]

8. Explain BCG matrix in detail with an example of any firm.

9. Which are the five components of an organization's external environment?

10. Discuss the strategic planning and its Importance.

11. How can SWOT analysis be effectively used to improve a company strategy?

12. Describe the challenges of strategy implementation.

13. Write a note on :

a) Power
b) Values
c) Ethics
d) Social Reponsibilities of a firm

SECTION - C

14. Case (Compulsory) **[15]**

According to the National Association of Software and Services Companies (NASSCOM), from 1997 to 2002, the Indian Information Technology (IT) industry's revenues grew by 120% from $5 bn to $11 bn. During this period, several IT companies in India achieved global recognition as end-to-end IT solutions providers, ranging from basic software development to IT consultancy. Prominent names in the industry included Tata Consultancy Services (TCS), Infosys Technologies, Wipro, Satyam Computer Services and HCL Technologies. The industry also comprised relatively smaller IT companies such as i-flex Technologies and Ramco Systems (Ramco), which specialized in niche IT segments like banking and manufacturing software.

The importance of Indian IT companies in the global software services and BPO industry. It examines the competitiveness of Indian companies in various segments of the industry including enterprise software, embedded systems, engineering design services and Business Process Outsourcing (BPO).

It discusses how, within the industry, smaller focused players like I-flex and Ramco Systems have carved a niche for themselves by concentrating on key verticals such as Banking, Financial Services and Insurance (BFSI) segment and developing globally successful products.

The report explains how bigger IT companies in India like Infosys Technologies and TCS are strengthening relationship with their overseas customers. It also examines the challenges faced by the Indian IT companies and the BPO industry.

Questions :

a) Study the trends in the IT software services and BPO industry in India.
b) Examine the competitiveness of the leading and niche players in the IT industry.
c) Understand how smaller companies in a highly competitive software industry can grow by focusing on the niche segments of the industry.
d) Understand how large IT companies can use their expertise gained over the years to add value in their clients' businesses.