

PARUL UNIVERSITY
FACULTY OF MANAGEMENT
MBA Winter 2019 - 20 Examination

Semester: 3
Subject Code: (06200202)
Subject Name: Strategic Management

Date: 27/11/2019
Time: 10:30 am to 1:00 pm
Total Marks: 60

Instructions

1. All questions are compulsory.
2. Figures to the right indicate full marks.
3. Make suitable assumptions wherever necessary.
4. Start new question on new page.

Q.1 Do as Directed.**A).Multiple choice type questions/Fill in the blanks. (Each of 1 mark)****(05)**

1. The objective of competitive strategy is to
 - a) Contend successfully with the industry's 5 competitive forces
 - b) Knock the socks off rival companies by doing a better job of satisfying buyer needs and preferences
 - c) Get the company into the best strategic group and then dominate it
 - d) None of these
2. Which of the following is not one of the four basic routes to achieving a differentiation-based
 - a) Delivering value to customers via competencies and competitive capabilities that rivals don't have or can't afford to match
 - b) Incorporating features that raise product performance
 - c) Incorporating product attributes and user features that lower the buyer's overall costs of using the company's product
 - d) Appealing to buyers who are sophisticated and shop hard for the best, stand-out differentiating attributes
3. Which one of the following generic types of competitive strategy is typically the best strategy for a company to employ?
 - a) low-cost leadership strategy
 - b) broad differentiation strategy
 - c) best-cost provider strategy
 - d) None of the above
4. A competitive strategy of striving to be the low-cost provider is particularly attractive when
 - a) Buyers are not very brand-conscious
 - b) Most rivals are trying to be best-cost providers
 - c) There are many ways to achieve product differentiation that have value to buyers
 - d) Buyers are large and have significant power to bargain down prices; buyers use the product in much the same ways; and buyers have low switching costs
5. Which of the following is not an action that a company can take to do a better job than rivals of performing value chain activities more cost-effectively?
 - a) Trying to operate facilities at full
 - b) Adopting labor-saving operating
 - c) Improving supply chain efficiency
 - d) Outsourcing all production-related

B).Define the following. (Each of 1 mark)**(05)**

1. Describe Power Games amongst competing Players?
2. What is Acquisition?
3. What is strategic management?
4. What is organizational value?
5. Define Strategic Audit?

C).Direct questions. (Each of 1 mark)**(05)**

1. List out growth strategies
2. Outline the concept of core competence.
3. List out the steps in strategic control.
4. What is the role of Chief Executive in strategic Management?
5. Describe the process of Strategic Planning and implementation

Q.2 Answer the following questions.

- A). Discuss the levels of strategic management. (07)
- B). Differentiate between merger and acquisition. (08)

Q.3 Answer the following questions.

- A). Illustrate product life cycle matrix (07)
- B). Explain relationship between strategic leadership and corporate culture along with suitable example. (08)

Q.4 Attempt any two questions. (Each of 7.5 mark) (15)

1. Why should a company have Mission Statement? Discuss its role and functions. Give examples of mission statements in relation to any three of the following organizations:
 1. A corporate hospital in the private sector
 2. A specialized professional educational and training institution in the Government sector
 3. A technical and management consulting firm in the private sector.
 4. A electric supply undertaking in the Government sector
2. Briefly explain and then discuss in which situations the following strategies would be useful:
 1. Turnaround strategy
 2. Takeover strategy
 3. Vertical Integration strategy.
3. Why is competitive analysis needed for as business enterprise? Explain how porter's framework to analyze industry structure can be helpful in competitive analysis. Explain the relevance of the model.
4. What strategic options may a company have? Explain and also discuss the risks attached with each option.