

R15**Code No: 723AB****JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD****MBA III Semester Examinations, January-2018****STRATEGIC MANAGEMENT****Time: 3hours****Max.Marks:75****Note:** This question paper contains two parts A and B.

Part A is compulsory which carries 25 marks. Answer all questions in Part A.

Part B consists of 5 Units. Answer any one full question from each unit. Each question carries 10 marks and may have a, b, c as sub questions.

PART - A**5 × 5 Marks = 25**

- 1.a) Why is it important for a firm to study and understand the external environment? [5]
- b) What is 'Value chain analysis'? What does the firm gain when it successfully use this tool? [5]
- c) How do awareness, motivation, and ability affect the firm's competitive behavior? [5]
- d) How do firms create value when using a related diversification strategy? [5]
- e) What are invention, innovation, and imitation? How are these concepts interrelated? [5]

PART - B**5 ×10 Marks = 50**

- 2.a) Elaborate the external environmental analysis process (four steps)? What does the firm want to learn when using this process?
- b) What are the six segments of the general environment? Explain the differences among them. [5+5]

OR

- 3.a) What are 'capabilities'? What should firms do to create capabilities?
 - b) competencies? Why is it important for these criteria to be ? [5+5]
4. How can each one of the business-level strategies be to position the firm relative to the five forces of competition in a way that helps the firm earn above-average returns? [10]

OR

5. What are the specific risks associated with by using each businesslevel strategy? [10]
- 6.a) What incentives and resources encourage diversification?
 - b) What motives can encourage managers to over diversify their firm? [5+5]

OR

- 7.a) What are the attributes associated with a successful acquisition strategy?
- b) What is meant by 'restructuring strategy', and what are its common forms? [5+5]

8. What is the relationship between international diversification and innovation? How does international diversification affect innovation? What is the effect of international diversification on a firm's returns? [10]

OR

9. What are the risks of international diversification? What are the challenges of managing multinational firms? [10]

10. a) What is 'organizational culture'? What should strategic leaders need to develop and sustain an effective organizational culture?
b) As a strategic leader, what actions could you take to establish and emphasize ethical practices in your firm? [5+5]

OR

- 11.a) What is 'International entrepreneurship'? Why is it considered as important?
b) How does strategic entrepreneurship help firms to create value? [5+5]

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