

**R15**

Code No: 723AB

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD****MBA III Semester Examinations, June/July-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) How does strategic management differ among profit and nonprofit organizations? [5]
- b) When is a company's competitive advantage most likely to endure over a period of time? [5]
- c) What are the implications of price wars to a company? [5]
- d) With suitable example, explain whether innovation can be called the single most important building block of competitive advantage? [5]
- e) Explain with examples why are certain industries were fragmented. [5]

**PART - B****5 × 10 Marks = 50**

- 2.a) Discuss the accuracy of this statement: 'Formal strategic planning systems are irrelevant for firms competing in high-technology industries where the pace of change is so rapid that plans are routinely made obsolete by unforeseen events'.
- b) "Strategy consists of the combination of competitive moves and business approaches by managers to run the company". What are the constituents of the Management's game plan while formulating strategy? [5+5]

**OR**

- 3.a) What are the characteristics of the current competitive landscape?
  - b) Explain technology and globalization as factors as the primary drivers of this landscape. [5+5]
- 4.a) Under what environmental conditions are price wars most likely to occur in an industry?
  - b) How should a company attempt to deal with threat of a price war? [5+5]

**OR**

5. You are working for a small company that has developed an operating system for PCs that is faster and more stable than Microsoft's Windows operating system. What strategies might the company pursue to unseat Windows and establish its new operating system as the dominant technical standard in the industry? [10]



- 6.a) Why was it profitable for GM and Ford to integrate backward into component-parts manufacturing in the past, and why are both companies now trying to buy more of their parts from outside suppliers?
- b) What steps would you recommend that a company take to build long-term cooperative relationships with its suppliers those are mutually beneficial? [5+5]

**OR**

7. Under what circumstances might it be best to enter a new market or industry through acquisition and when might internal new venturing be the preferred entry mode? Explain with suitable example and industry. [10]
8. Among the following industries which is more important and why between the strategic choices of global standardization or localization: bulk chemicals, pharmaceuticals, branded food products and moviemaking? [10]
- OR**
- 9.a) Consider a growth industry and identify the following: (i) the number and size distribution of companies; (ii) the nature of barriers to entry; (iii) the height of barriers to entry; and (iv) the extent of product differentiation.
- b) What do these factors tell you about the nature of competition in the industry?
- c) Explain the opportunities and threats for companies in the industry. [4+3+3]
- 10.a) Would you recommend a divisional structure by geographic area, product, customer, or process for a medium-sized bank in your local area? Justify the structure and why not others?
- b) What value creation activities can a company outsource to independent suppliers? What are the risks involved in outsourcing these activities? [5+5]
- OR**
- 11.a) Explain with reasons, under what conditions might concentration on a single business is inconsistent with the goal of maximizing stockholder wealth.
- b) How should a company manage the change process to ensure that it reaches its desired future state? [5+5]

--ooOoo--

