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Code No: 723AB

JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY HYDERABAD**MBA III Semester Examinations, April/May-2019****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) Evaluate 'outsourcing as a means of growth'. What are its strategic implications? [5]
- b) What are the key variables for ascertaining the competitive position of an organization? [5]
- c) Why acquisition strategy is not always successful? What are the likely pitfalls? [5]
- d) What are the success factors enabling the Indian Pharmaceutical companies to make foray into foreign markets notwithstanding heavy international competition? [5]
- e) What is the importance of strategic control? [5]

PART - B**5 × 10 Marks = 50**

- 2.a) What are the characteristics of Corporate Objectives? How are they established? [5+5]
 - b) Explain how technology change has impact on strategies. [5+5]
- OR**
- 3.a) What is the importance of Corporate's vision and mission statements? How should they be formulated? [5+5]
 - b) Discuss about stress the need for strategic leaders being visionaries. [5+5]
- 4.a) What is cost leadership? When does a firm achieve it? [5+5]
 - b) What are the considerations underlying the choice of competitive strategy? [5+5]
- OR**
5. Discuss the various forces that influence the effectiveness of generic strategies. [10]
 6. What is the nature of a diversification strategy? Why is it adopted? Is diversification always a must for business growth? Why and why not? [10]
- OR**
7. A company manufacturing certain well known brands of malted food, chocolates and biscuits has recently decided to diversify into computer software business. Earlier about six years back, it ventured in manufacture of apple juice, but had to sell of the plant after three years. During the present year, the company's sales were higher by 19% over the previous year despite new competition. Production of chocolates increased by 14% and of malted foods by 22%. The sale of biscuits was also higher, although these were processed by third parties and sold under popular brand names. The company had satisfactory financial results for the current year. What could then be the possible reasons underlying the company's decision to diversify into computer software business? [10]



- 8.a) What are the advantages of global firms enjoy in terms of input sourcing?
b) What is the strategic approach for developing products for a global market? [5+5]
- OR**
- 9.a) What are the advantages of strategic alliance approach to business?
b) What is the lesson for India of increased thrust and presence by Chinese companies all over the world at an increasingly fast pace? [5+5]
- 10.a) Discuss the nature of relationship between organization structure and strategy.
b) Explain Leadership implications for strategy. [5+5]
- OR**
- 11.a) What are the issues that appear quite distinct in international settings with regard to the practice of professional ethics in business?
b) What is the role played by leadership in strategy implementation? [5+5]

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