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(Pages : 3)

Name.....

Reg. No.....

**THIRD SEMESTER M.B.A. DEGREE (2024 SCHEME) REGULAR
EXAMINATION, JANUARY 2026**

MBA (2024 Scheme)

BUS 3C 17—STRATEGIC MANAGEMENT

Time : Three Hours

Maximum : 60 Marks

Part A*Answer all questions, each carries 2 marks.*

1. Differentiate between vision and mission.
2. What do past strategic management models focus on ?
3. What is a Balanced Scorecard ?
4. What is the purpose of a sensitivity analysis ?
5. What are the main objectives of budgetary control ?

(5 × 2 = 10 marks)

Part B*Answer any four questions from this section.
Each question carries 4 marks.*

6. How do you evaluate the risks and rewards of diversifying into new industries or product lines ?
7. How do you align growth strategies with overall business objectives ?
8. What are the steps in strategy formulation ?
9. What are the five main phases of the project life cycle ?
10. What are the different types of strategic control ?
11. What forces are currently changing the industry ?

(4 × 4 = 16 marks)

Turn over

Part C

*Answer any **three** questions from this section.
Each question carries 8 marks.*

12. How can value chain analysis be used to identify areas for improvement and create competitive advantage ? How does the value chain model apply to service industries ?
13. Explain the key internal and external factors that a company should analyse during a scan and how can a company use the information from a scan to identify and respond to competitive threats ?
14. Explain how Porter's five forces can be used to analyse the profitability of a specific industry, such as the fast-food industry.
15. What is Blue Ocean Strategy ? Explain with suitable Indian example.
16. Discuss the key aspects of strategic surveillance. Give examples of strategic surveillance in action
(3 × 8 = 24 marks)

Part D (Compulsory Question, 10 marks)

17. Meters Limited is a company engaged in the designing, manufacturing, and marketing of instruments like speed meters, oil pressure gauges, and so on, that are fitted into two and four wheelers. Their current investment in assets is around Rs. 5 crores and their last year turnover was Rs. 15 crores, just adequate enough to break-even. The company has been witnessing over the last couple of years, a fall in their market share prices since many customers are switching over to a new range of electronic instruments from the angle of mechanical instruments that have been the mainstay of Meters Limited. The Company has received a firm offer of cooperation from a competitor who is similarly placed in respect of product range. The offer implied the following: (i) transfer of the manufacturing line from the competitor to Meters Limited; (ii) manufacture of mechanical instruments by Meters Limited for the competitor to the latter's specifications and brand name; and (iii) marketing by the competitor. The benefits that will accrue to Meters Limited will be better utilization of its installed capacity and appropriate financial compensation for the manufacturing effort. The production manager of Meters Limited has welcomed the proposal and points out that it will enable the company to make profits. The sales manager is doubtful about the same since the demand for mechanical instruments is shrinking. The chief Executive is studying the offer.

Read the above case and answer the following questions :

- (1) What is divestment strategy ? Do you see it being practised in the given case ? Explain.
- (2) What is stability strategy ? Should Meters Limited adopt it ?
- (3) What is expansion strategy ? What are the implications for Meters Limited in case it is adopted ?

(10 marks)