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Name...................................

Reg. No................................

THIRD SEMESTER M.B.A. DEGREE EXAMINATION, DECEMBER 2017

(CUCSS)

BUS 3C 17—ADVANCED STRATEGIC MANAGEMENT

(2016 Admissions)

Time : Three Hours   Maximum : 36 Weightage

Part A

Answer all the questions.
Each question carries 1 weightage.

1. What is functional strategy ?

2. What is core competency ?

3. What is vertical integration ?

4. What is virtual business ?

5. What is balanced score card ?

6. What is strategic alliance ?

$(6 \times 1 = 6$ weightage)

Part B

Answer any four questions.
Each question carries 3 weightage.

7. Discuss the military origin of strategy.

8. 'Corporate strategy provides guidance for resource allocations among businesses'. Discuss.

9. What are the issues and challenges with mergers and acquisitions ?

10. What are the strategies for a successful virtual business ?

11. Discuss the role of contingency strategies in strategic control process.

12. What are the ethical considerations in strategic management ?

$(4 \times 3 = 12$ weightage)

Turn over

Part C

Answer any three questions.
Each question carries 4 weightage.

13. Explain in detail the strategic management process.

14. Discuss the importance of organizational capability analysis.

15. Discuss the various strategies to manage the resistance to change.

16. Discuss the McKinsey's 7S Framework strategic management model.

17. Explain in detail the DuPont control model in strategic management.

$(3 \times 4 = 12$ weightage)

Part D

Compulsory question. carries six weightage.

Case Study :

18. Ride-hailing app Ola (owned by ANI Technologies) has decided to get into the food delivery space again, this time around by acquiring German-firm Delivery Hero's Foodpanda India. Delivery Hero is an online food ordering and delivery marketplace. Foodpanda is headed into the kitchen again after Ola Cafe, its first first foray into the food delivery business, launched in Delhi, Mumbai, Bengaluru and Hyderabad shut shop.

    (a) What does this acquisition bode for Ola ?

    (b) Whether it will now be a platform for Ola to compete with UberEATS, rival Uber's meal order and delivery platform launched in India in May 2017 ?

    (c) What are the strategies you suggest to Ola to make this acquisition a successful venture ?

$(1 \times 6 = 6$ weightage)

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