

00990

**MASTER OF BUSINESS ADMINISTRATION
(NETWORK INFRASTRUCTURE
MANAGEMENT)
(MBANIM)**

Term-End Examination

June, 2013

MCR-021 : STRATEGIC MANAGEMENT

Time : 3 hours

Maximum Marks : 100

Note : Section A is compulsory. Attempt any four questions from Section B. All questions carry equal marks.

SECTION - A

1. Examine/explain and comment upon *any four* of the following statements :
 - (a) The success of a takeover, to a large extent, depends upon post-acquisition management.
 - (b) The Board of Directors of a company should have only executive directors, as independent/external directors are just superfluous, and hence unnecessary.
 - (c) The measures used for judging the degree of a particular strength or weakness are equally applicable in all situations.
 - (d) Shared values are the core of 7-S Framework.

- (e) Porter's Framework for analyzing industry structure is no longer useful in the new prevailing environment.
- (f) All managers perform the same role and functions.

SECTION - B

2. (a) Discuss some tools/frameworks for analyzing the impact of environmental opportunities, pointing out relative merits and demerits.
(b) What are the uses of Experience Curve in competitive strategy ?
3. (a) What is 'synergy' ? What could be the different types of synergies and how can they be brought about ?
(b) Write a short essay, with your comments, on corporate strategic moves in India over the last two decades or so.
4. When is a Turnaround Strategy needed and why ? Analyzing the main elements of the turnaround strategy of a real Indian case, discuss what contributed to the success of the strategy ?
5. (a) What is 'distinctive competence' ? Is it different from 'core competence' ?
(b) You are the CEO of a middle-sized company. What issues in general you think would be relevant for strategic decision making ?
6. (a) What different styles relating to top management can be found in practice ? Can any style be called the best ?

- (b) How are 'vision', 'mission', strategy', and 'long-range planning' interrelated ?
7. (a) With the help of a chart, show what could be the different corporate level strategic alternatives.
- (b) Discuss the rationale of strategic alliances. Citing some Indian examples, comment upon the role strategic alliances have played in the industrial development of the country.
-