

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

00362

Term-End Examination

June, 2012

MCR-021 : STRATEGIC MANAGEMENT

Time : 3 hours

Maximum Marks : 100

Note : Section-A is compulsory. Attempt any four questions from Section-B.

SECTION - A

1. Elucidate and comment on *any four* of the following statements : 10x4=40
- (a) Various types of synergies may prompt a firm to diversify.
 - (b) Leader should change his style in accordance with the demands of the situation.
 - (c) Evaluation of technology is crucial to its acquisition.
 - (d) The turbulent environment prevailing in some industries has made the use of strategic management redundant.

- (e) Operational competitive advantage differs from strategic competitive advantage.
- (f) Technology is of strategic importance for an enterprise and its planning is an essential element of management of technology.

SECTION - B

15x4=60

2. (a) What do you mean by 'strategy' and 'strategic management'? Why is the study of strategic management important?
(b) How would you assess the impact of opportunities? Discuss.

3. (a) Briefly explain the elements of McKinsey 7-S Framework. What lessons the model has for Indian business in general?
(b) What are the different routes to building competitive advantage? Discuss by giving some real world examples.

4. (a) Distinguish between integration and diversification.
(b) Discuss the merits and demerits of different kinds of diversification strategies with the help of some real life examples.

5. What role do costs play in different market conditions? How does this role change? Does Porter's general business strategy of cost leadership have any relevance in this context?

6. (a) Distinguish between a merger and an acquisition. Under what conditions the two strategic courses would be desirable?

- (b) A friend of yours brings to you a proposal for the acquisition of a medium sized company. How would you judge the suitability of the proposal ?
7. (a) Discuss the role of leadership in strategic management, citing examples from the corporate world. How can this role be made more effective ?
- (b) How would you predict company failures ? Discuss briefly any measurement model in this context.
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