

Seat No. : _____

NC-135

December-2015

5th Year MBA Integrated

Strategic Management

Time : 3 Hours]

[Max. Marks : 100

1. Answer the following : (Any two)
 - (a) Explain the concept of vision and mission. Give relevant corporate examples for the same. What is their value for strategic management process ? **10**
 - (b) How do strategic leaders effectively manage their firm's resources to exploit its core competencies and leverage human capital and social capital to achieve competitive advantage ? **10**
 - (c) Explain Red Ocean and Blue Ocean strategy in detail with relevant examples. **10**

2.
 - (a) Why is environmental analysis necessary for strategy formulation ? Discuss the elements of competitive environment which should be analyzed for strategy formulation. **10**
 - (b) What is strategic group ? Of what value is knowledge of the firm's strategic group in formulating that firm's strategy ? **10**

3. Answer the following : (Any two)
 - (a) What are the four criteria used to determine which of firm's capabilities are core competencies ? Why is it important for firm to use these criteria in developing capabilities ? **10**
 - (b) Explain the value-chain activities for any firm in detail with relevant strategies to manage each activity efficiently. **10**
 - (c) Write a detailed note on 'Balance Score Card' and its impact on organizational performance. **10**

4.
 - (a) Explain the relation between vertical integration and diversification. Which type of diversification is more useful in vertical integration ? Discuss in detail with suitable examples. **10**
 - (b) Explain BCG's growth share matrix. Explain how the portfolio matrix is helpful in strategy formulation. **10**

5.
 - (a) What are the three international corporate level strategies ? How do they differ from each other ? What factors lead to their development ? **10**
 - (b) What are characteristics of functional structure used to implement cost leadership, differentiation, integrated cost leadership/differentiation and focus business level strategies ? **10**