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**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY:: PUTTUR
(AUTONOMOUS)**

MBA II Year II Semester Supplementary Examinations March-2021

STRATEGIC MANAGEMENT

Time: 3 hours

Max. Marks: 60

SECTION – A

(Answer all Five Units 5 x 10 = 50 Marks)

UNIT-I

1 Corporate planning is not synonymous with long range planning." Why? Discuss. 10M

OR

2 Explain strategic management process in detail. 10M

UNIT-II

3 What is BCG matrix? What are its uses and limitations? 10M

OR

4 Explain about Organizational analysis and the value chain analysis. 10M

UNIT-III

5 a Explain the significance of strategy formulation. 5M

b Differentiate between horizontal and vertical growth strategy. 5M

OR

6 How do you formulate a strategy at Business level? Explain it with an example. 10M

UNIT-IV

7 "Resource Allocation is a vital part of strategy" – Discuss. 10M

OR

8 What is strategic leadership? Explain the role of leader in strategic implementation. 10M

UNIT-V

9 List out the various types of diversification strategies. 10M

OR

10 What is strategic control? Discuss the purpose of strategic control. 10M

SECTION – B

(Compulsory Question)

11**1 x 10 = 10 Marks**

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. Its current investment in assets is around Rs. 5 crores and last year turnover was Rs. 15 crores, just adequate enough to breakeven. 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 range of mechanical instruments that have been the mainstay of Meters Limited.

The Company has received a 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.

Answer the following questions:

- (1) What is divestment strategy? Do you see it being practiced 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?
- (4) What are your suggestions to the Chief Executive?

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