

M.B.A.

INDIAN MARITIME UNIVERSITY
(A CENTRAL UNIVERSITY, GOVERNMENT OF INDIA)

M.B.A. (INTERNATIONAL TRANSPORTATION AND LOGISTICS)
DEC '14 / JAN'15 END SEMESTER EXAMINATIONS
III SEMESTER EXAMINATION

STRATEGIC MANAGEMENT (CODE: T 1304)

Time: 3 Hrs:
Date:30-12-2014

MAX MARKS : 60
Pass Marks : 30

Section -A

(12 x 1= 12 Marks)

ANSWER ALL QUESTIONS SELECT THE CORRECT ANSWER

1. Strategy is
 - (a) Introducing Six sigma quality initiatives
 - (b) Introducing enterprise resource planning (ERP)
 - ~~(c) The quest to gain and sustain competitive advantage~~
 - (d) Introducing just in time inventory (JIT) practices

2. Stake holders are
 - ~~(a) Share holders~~
 - (b) Employees
 - (c) customers
 - (d) individuals who can affect or are affected by the actions of a firm

3. PESTEL analysis consider
 - ~~(a) political ,economic ,socio cultural ,technological, ecological and legal forces~~
 - (b) political ,environmental ,suppliers, technical , engineering and leadership factors
 - (c) productivity, ethical ,supportive ,training ,economical and labour issues
 - (d) none of the above

4. Structure conduct performance
 - ~~(a) explains performance of organization structure~~
 - (b) explains differences in industry performance
 - (c) explains differences in various organization performance
 - (d) None of the above.

5. VRIO framework
 - (a) explains and predicts firm level competitive advantage
 - (b) indicate Valuable ,Risky Imitated and Opportunistic resources
 - ~~(c) indicate Valuable ,Real ,Intellectual and organized resources~~
 - (d) explains method of entering international market

6. Economic value created is the
 - (a) Difference between value and price
 - ~~(b) Difference between value and cost~~
 - (c) Difference between price and cost
 - (d) Difference between value and profit

7. Differentiation strategy
 - (a) Seeks to create higher value than competitors value but keeping cost structure at same or similar levels
 - (b) Seeks to create similar value as that of competitors but at lower prices
 - (c) Seeks to create similar value at similar prices
 - ~~(d) Seeks to create higher value at lower prices.~~

8. Strategic alliance involves
 - ~~(a) Sharing of knowledge and resources ,between firms~~
 - (b) Merger of at least 2 firms
 - (c) Another name for franchising
 - (d) Occurs in international operations

9. Global standardization strategy
 - (a) Attempts at maximizing local responsiveness
 - ~~(b) Attempts to achieve economies of scale and location economics~~
 - (c) Attempts to combine local responsiveness and low cost strategy
 - (e) Is the first attempt in entering international market

10. Organic organization is
 - (a) Characterized by high degree of specialization
 - ~~(b) Characterized by high degree of decentralization~~
 - (c) characterized by high degree of formalization
 - (d) characterized by low degree of specialization

11. Artifacts
 - (a) indicate whether organization is making profit
 - (b) is an expression of organization culture
 - (c) indicate their competitive strategy
 - ~~(d) indicate the type of organization structure followed~~

- 12) Results only work environment
 - (a) tap extrinsic motivation
 - (b) tap intrinsic motivation
 - ~~(c) Is used in service industry~~
 - (d) Is used in manufacturing sector.

Section- B

(5 X 4 =20 Marks)

ANSWER ANY 5 QUESTIONS

13. What is meant by scenario planning?
14. What are the steps in strategy formulation
15. What is the effect of strategic leadership in determining the firm's strategic direction?
16. Identify the situation that will be conducive for localization strategy?
17. How do you match leadership styles with strategy?
18. How do you integrate functional strategies and policies in strategy implementation?
19. Explain why certain industries are more competitive in specific nations than in others

Section - C

(4 X 7=28 Marks)

ANSWER QUESTION NO 20 AND ANY 3 OF THE REMAINING 5 QUESTIONS.

Analyze the following situation

20. Analyze the following situation

About 75% of Stanford MBAs plan to start their own business upon graduation. Moreover economic downturns appear to be the best time to start a company. Many of today's fortune -100 and high tech success stories were launched in economic downturns. The global depression of 1873-1895 witnessed the founding of today's industry giants like AT&T, GE, Hershey's, Gillette, Johnson & Johnson, Abbott, Lilly, Merck and Bristol-Meyers. Similarly Hewlett-Packard (HP), Texas instruments and united technologies got their starts during great depression of 1929-1939 in the United States. The success story of silicon valley began with founding of HP in Palo Alto, California. This cluster of high tech innovators, venture capitalists and entrepreneurs took off during a time when the stock market had crashed 90% and almost one in 3 workers were unemployed. Apple, Microsoft, LexisNexis, FedEx and Genentech began their corporate lives during the oil price shocks and subsequent recession in the mid-1970s. During the early 1980s inflation raged and mortgage rates were over 20%. Still during this period entrepreneurs founded Amgen, MTV, E*Trade, AOL, Adobe and Autodesk.

- (a) Why do you think recessions are a good time to start a business?
- (b) Thinking about today's business climate would you say that now is a good time to start a business? Why or why not?
- (c) Explain how your start up could gain and sustain a competitive advantage?

21. Explain Michael porter's five competitive forces that shape strategy
22. Distinguish between firm's resources, capabilities, core competencies and firm's activities.
23. Define horizontal integration and evaluate advantages and disadvantages of this corporate level strategy
24. Explain why companies like to enter abroad and compete .Evaluate advantages and disadvantages
25. In what ways may enterprise leadership become a strategic asset?
