



MBA(P) .VI/11. 419

MBA (P.T.) DEGREE VI SEMESTER EXAMINATION MAY 2011

SMP 2601 BUSINESS POLICY AND STRATEGIC MANAGEMENT

Time : 3 Hours

Maximum Marks : 50

(All questions carry EQUAL marks)

(5 x 10 = 50)

- I. A. "Strategic management is critical to corporate success". How far is the statement true? How can you prove that the statement is justifiable?
OR
B. Describe the process of industry analysis for strategy formulation. How does the five forces model help in industry analysis? Are there any shortcomings for the model?
- II. A. "Diversification is a double edged sword". In the light of this statement analyse the pros and cons of diversification citing examples of corporate successes and failures from Indian industry.
OR
B. "Portfolio analysis models have limited utility in strategic choice". Do you agree? Describe the various portfolio analysis models for strategic assessment and evaluate their usefulness to a corporate strategist.
- III. A. Is competitive advantage of nations linked to competitive advantage of companies? Or, is it independent of each other? Substantiate your point of view with examples.
OR
B. What is sustainable competitive advantage? How does a company build it and retain it? Does it ensure long-term survival for a company? Give examples.
- IV. A. Discuss how disruptive technologies can cause strategic chaos in globalised business environment.
OR
B. Describe how strategic leadership of a company affects its direction. Does change of leadership affect continuity of strategic configuration of a firm? Illustrate your answer.
- V. A. "The strategic controls have to be effective to achieve strategic objectives". Examine the statement and analyse the strategy evaluation and control processes in successful organisations.
OR
B. "Strategic management involves management of change. The top management has a larger responsibility to oversee implementation of changes planned for the organisation". Analyse the role of strategic level management in bringing about change highlighting issues and challenges faced by them in managing organizational change.