

# AR13

# Set-01

**Code: 13 MBA2015**

**ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, TEKKALI  
(AUTONOMOUS)**

**II MBA III Semester Regular / Supplementary Examinations, November, 2015  
STRATEGIC MANAGEMENT**

**Time: 3 Hours**

**Max Marks: 60**

**Answer any Five Questions  
All questions carry EQUAL marks  
Question No: 8 is compulsory**

1. “Objectives provide the foundations for strategic business decisions”. Explain the role of objectives for business with reference to the above statement.
2. A) Discuss components of a company’s external environment.  
B) Discuss porter’s five force model.
3. Bring out the differences between concentric diversification and conglomerate diversification. How would you evaluate the two as strategic alternatives?
4. What is the role of leadership in strategic management? Illustrate your answer taking a few contemporary examples.
5. Give your precautions to be taken in resource allocation under strategic management.
6. What do you mean by strategy implementation? What are the important issues involved in it.
7. Discuss the most appropriate methodology for evaluation of strategy.
8. Case Study:

A well-known company engaged in manufacturing metal containers and packaging had diversified its operations in early 1980s investing a huge amount in a bearings factory. After 8 years, the company was suffering from a high cost structure, mounting losses, shortage of liquid funds and large scale exodus of technicians and managers. Management’s proposal for reduction in workforce and wage cuts is not acceptable to labour unions with the result that 3 of its packaging units had to be shut down. The factories need to be opened immediately for revival of business which depends upon cost reduction through reduction in the excess workforce.

Suggest, with proper justification, a suitable turnaround strategy for the company.

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