

AR17

Code: 17MBA3001

SET-2

ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, TEKKALI
(AUTONOMOUS)

II MBA III Semester Regular and Supplementary Examinations, NOV, 2019

STRATEGIC MANAGEMENT

Time: 3 Hrs

Max. Marks: 60

Answer any Five questions
All questions carry EQUAL marks
Question No. 8 is Compulsory

1. a) Discuss the significance of strategic management in the current business scenario. 7
b) How do policies shape a Company's strategy? 5
2. a) What are the different factors in the external environment that influence the process of formulating appropriate strategies for any Company? 6
b) What is value chain analysis? Discuss its significance. 6
3. a) Describe the main characteristics of a Retrenchment strategy. When is it most appropriate? 7
b) Elucidate Porter's Five Force model. 5
4. a) Explain with suitable example the significance of a Joint venture. 6
b) What are the different types of diversification strategies? 6
5. a) Discuss the role of leadership in strategic management. 6
b) Establishing the right cultural environment is very critical for implementation of any strategy – Elucidate. 6
6. a) Explain the main steps in the Strategic control process. 7
b) How is Strategic control different from Operational control? 5
7. a) Elucidate the different strategies by any Company of your choice to compete in global markets. 8
b) Discuss how GE Nine Cell matrix may be used in strategic choice. 4

8. CASE STUDY:

On June 21 2004, Spaceship One took off and went to an altitude of 100,124 meters before coming back down to earth .What is remarkable about this flight is that it was the first private launch into space. It heralded the birth of a new industry, commercial space travel allowing ordinary people to fly as tourists into space .This flight was funded by private entrepreneur Elbert Rutan and Paul Allen and cost only \$20 billion to build .Rockets built by NASA cost hundreds of times that amount though they are more sophisticated and designed for research-intensive uses. Over 20 firms are already in this fledging industry and many successful entrepreneurs are financing some of the early entrants to develop an inflatable space station cum tourist hotel where the tourists might go.

The technology is far from ready. Although Spaceship One returned safely to earth, it faced two potentially serious malfunctions and built-in back-ups were used for its safe return. The best design for commercial space travel is unclear; though fixing problems in the existing design is one possibility. While the creators of Spaceship One want to build commercial space ferries that can hold six to twelve tourists for a trip into space, other firms like XCOR Aerospace are designing a rocket to fly tourists to space, one at a time. Although XCOR cannot fly many people, its design has a much lower cost per launch. Price estimates in the industry are unclear. Current estimates of Spaceship One suggest costs might range from \$60,000 to \$1, 00,000. They estimate that in the future, when the first tickets are actually sold, the price might be between \$30,000 and \$50,000. The founders speculate a second-generation vehicle might bring the cost down to between \$7,000 and \$12,000.

The market size is unclear, but there seems to be considerable interest in space travel. In fact Space Adventures, a firm based in Virginia has already booked three tourist trips on Russian rockets to the International Space Station at a ticket price of \$1,00,000 and already has sizeable deposits for 100 more trips. If prices fall to around \$15,000. It is estimated that a million people a year might buy the ride, making this a multibillion-dollar industry.

Whether the industry will ever operate, is uncertain. Governmental regulations relating to this are not yet finalized. If the regulations are too cumbersome, that might hike the cost too high to make it unviable.

Questions:

1. What are the uncertainties associated with space travel?
2. If you were hired as a consultant by Spaceship One, what advice would you give them based on your learning about emerging industries?

AR16

Code: 16MBA3001

SET-2

ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, TEKKALI
(AUTONOMOUS)

II MBA III Semester Supplementary Examinations, November, 2019

STRATEGIC MANAGEMENT

Time: 3 Hrs

Max. Marks: 60

Answer any Five questions
All questions carry EQUAL marks
Question No. 8 is Compulsory

1. a) Discuss the significance of strategic management in the current business scenario. 7
b) How do policies shape a Company's strategy? 5
2. a) What are the different factors in the external environment that influence the process of formulating appropriate strategies for any Company? 6
b) What is value chain analysis? Discuss its significance. 6
3. a) Describe the main characteristics of a Retrenchment strategy. When is it most appropriate? 7
b) Elucidate Porter's Five Force model. 5
4. a) Explain with suitable example the significance of a Joint venture. 6
b) What are the different types of diversification strategies? 6
5. a) Discuss the role of leadership in strategic management. 6
b) Establishing the right cultural environment is very critical for implementation of any strategy – Elucidate. 6
6. a) Explain the main steps in the Strategic control process. 7
b) How is Strategic control different from Operational control? 5
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