

# MANGALORE INSTITUTE OF TECHNOLOGY & ENGINEERING

(A Unit of Rajalaxmi Education Trust®, Mangalore)

Autonomous Institute affiliated to VTU, Belagavi, Approved by AICTE, New Delhi

Accredited by NAAC with A+ Grade & ISO 9001:2015 Certified Institution



## Model Question Paper

### Second Semester MBA Degree Examination

### Strategic Management

**Time: 3 Hours**

**Max. Marks: 100**

**Note: 1. Answer any FOUR full questions from Q1 to Q7.**

**2. Question No. 8 is compulsory.**

**3. M: Marks, L: RBT (Revised Bloom's Taxonomy) level, C: Course outcomes.**

			M	L	C
Q1	a.	State the key stages involved in strategic management process.	03	L2	CO1
	b.	Fred R. David explains that companies use three main levels of strategy to guide their actions and achieve their goals. Identify and explain the level of strategy represented in the following examples. i) Alphabet Inc. (Googles parent company) deciding to enter the healthcare industry by acquiring health technology firms. ii) Samsung launching a global marketing campaign to promote its new line of smart phones. iii) McDonald focusing on cost leadership by offering value meals at low prices to attract budget-conscious customers.	07	L2	CO1
	c.	Volkswagen has identified the weakness below: <ul style="list-style-type: none"> <li>• Past issues with emissions scandals affecting reputation.</li> <li>• Reliance on traditional internal combustion engine vehicles.</li> <li>• Workforce diversity and inclusion challenges.</li> </ul> Develop strategies for Volkswagen to overcome the below weaknesses.	10	L3	CO3
Q2	a.	Discuss the importance of conducting an external audit in strategic management.	03	L2	CO2
	b.	Kraft Ltd believes firmly its organisation can battle environmental challenges with the aid of a external audit. You are expected to direct the company on how an external audit can help the organization on identifying opportunities and threats in their external environment.	07	L2	CO2
	c.	Illustrate Porter's Five Forces framework with real world examples and explain the implications of each force on businesses within an industry	10	L2	CO2
Q3	a.	Outline Resource Based View.	03	L2	CO1
	b.	ABC Ltd is planning to conduct an internal audit to benchmark its processes. Draft the key criteria for conducting an internal audit.	07	L2	CO2
	c.	Apply the five distinctive competencies to Tesla Inc and relate its impact on organisation's growth and profitability.	10	L3	CO5
Q4	a.	Differentiate between vision and mission.	03	L2	CO1
	b.	"Strategic formulation a critical process in strategic management". Explain this statement with valid reasons.	07	L2	CO2
	c.	Construct the components of a strategy formulation model with the help of a neat labeled diagram and explain its impact with the help of an illustration.	10	L2	CO1

Q5	a.	Outline three steps for evaluating strategies.	03	L2	CO2	
	b.	What are the key criteria's to be followed while designing a evaluation system.	07	L2	CO2	
	c.	Performance and pay are correlated only when backed up by sound strategies and supportive organisation culture. Substantiate this statement with valid evidences.	10	L3	CO5	
Q6	a.	List out the seven key internal forces that must be considered while developing a winning strategy.	03	L2	CO1	
	b.	Apply the value chain analysis to FMCG sector and explain its role.	07	L3	CO3	
	c.	Show the impact of organizational culture and leadership on an organizations ability to manage change effectively.	10	L2	CO2	
Q7	a.	Summarise Blue ocean strategy.	03	L2	CO1	
	b.	Apply the growth strategies in Ansoff's Matrix for Apple Inc.	07	L3	CO3	
	c.	Strategic formulation shapes the future amidst a dynamic and competitive business environment. Do you agree with this statement?Why or why not?	10	L3	CO3	
Q8	<b>CASE STUDY (Compulsory)</b>					
	<p>Facebook, Inc. is a social media conglomerate that owns various social media platforms, including Facebook, Instagram, WhatsApp, and Oculus VR. Facebook demonstrates horizontal integration by acquiring and integrating various social media platforms under its umbrella. Facebook brings together many diverse platforms, Facebook expands its user base and provides a unified ecosystem for users to connect, share content, and communicate. It connects many social media platforms, such as Instagram, WhatsApp, and Oculus VR, under its umbrella Facebook's Horizontal Integration strategy enhances user engagement, data collection, and advertising opportunities across multiple platforms.</p> <p>Facebook gains several advantages for its users by implementing horizontal integration, including a larger user base, increased user engagement, interconnections between these platforms, good data collection for targeted advertising, and the ability to provide a more comprehensive user experience. Horizontal integration allows Facebook to offer advertisers access to a broader range of platforms and audiences, thereby increasing the reach and effectiveness of their advertising campaigns. Facebook's horizontal integration strategy strengthens its competitive advantage by creating a network effect where users are drawn to the interconnected platforms, and advertisers benefit from a wider reach and more precise targeting options.</p> <p>Facebook should consider potential antitrust concerns, the need to maintain the distinct identities of the acquired platforms, user data privacy concerns, integration challenges, and the possible resistance from users or stakeholders who prefer the autonomy of individual platforms.</p> <p><b>Questions:</b></p>					
		a)	Analyse the integration strategy being discussed in this case study?	06	L4	CO4
		b)	Suggest ways for Facebook to implement horizontal integration in its business operations?	07 07	L4 L4	CO4 CO4
	c)	In your opinion, how does Facebook's horizontal integration impact its advertising opportunities?				

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