

<b>Semester: Jan – Mar 24</b>		
<b>Maximum Marks: 50</b>	<b>Examination: ETE Exam</b>	<b>Date: 02/04/2024</b>
<b>Duration: 3 HRS</b>		
<b>Programme code: 08</b> <b>Programme: MBA EXE</b>	<b>Class: FY</b>	<b>Semester/Trimester: II</b>
<b>College: K. J. Somaiya Institute of Management</b>	<b>Name of the department/Section/Center:</b> <b>MBA - Executive</b>	
<b>Course Code: 217P08C207</b>	<b>Name of the Course: STRATEGIC MANAGEMENT</b>	
<b>Instructions:</b>  1. <b>Question 1 is compulsory</b> 2. <b>Attempt any three from question nos. 2-6 (3 out of 5)</b> 3. <b>All sub-sections carry equal marks</b> 4. <b>Use strategy frameworks, examples from real world organizations, diagrams to strengthen your answers</b>		

Q No.	Questions	Max. Marks
1	Analyse the competitive position of your business school in the market for business education. (4) Then answer the following questions: a.) Does your business school have a competitive advantage? If so, upon what is this advantage based, and is this advantage sustainable? b.) If your school does not have a competitive advantage in the market for business education, identify the inhibiting factors that are holding it back. c.) How might the Internet change the way in which business education is delivered? d.) Does the Internet pose a threat to the competitive position of your school in the market for business education, or is it an opportunity for your school to enhance its competitive position?	4 + 2.5 each
2	a. Discuss the special problems that exist in embryonic and growth industries and how companies can develop successful business models to effectively compete? b. In the maturity stage of the industry, what are the strategies that firms adopt to minimize price competition among their incumbent rivals in the industry? c. What are the main entry barriers into an industry? Explain each briefly giving examples.	12
3	a. Explain why maximizing returns to stockholders is often viewed as the preeminent goal in many corporations? b. Describe the various governance mechanisms that are used to align the interest of stockholders and managers? c. What kind of structure, controls, and culture would you be likely to find in (a) a small manufacturing company, (b) a chain store, (c) a high-tech company, and (d) a Big Four accounting firm?	12
4	a. Define competitive positioning and explain the trade-offs between differentiation, cost, and pricing options? b. Identify the choices managers make to pursue a business model based on a combination of the primary generic business-level strategies: cost leadership, differentiation, and focus? c. How can companies be pursuing cost leadership and differentiation lose their place on the value frontier? In what ways can companies regain their competitive advantage?	12
5	a. Why are standards so important in high-tech industries? What are the competitive implications of this? b. Describe the strategies that firms can use to establish their technology as the standard in a market? c. You work for a small company that has the leading position in an embryonic market. Your boss believes that the company's future is ensured because it has a 60% share of the market, the lowest cost structure in the industry, and the most reliable and highest-valued product. Write a memo to your boss outlining why the assumptions posed might be incorrect.	12
6	a. What are the difficulties a firm faces in combining cost leadership and differentiation strategies? b. Why do firms expand globally, and what are the attributes that determine global competitive advantage for an organization. c. Your company has reached the decline stage of its industry life cycle. Explain the four strategic options that you have in this industry, and the process by which you will decide which one to select.	12

