



III Semester M.B.A. Examination, April/May 2022
(CBCS) (2014 – 15 and Onwards)

MANAGEMENT

Paper – 3.1 : Strategic Management and Corporate Governance

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. **(5×5=25)**

1. Define Strategy. How do you consider that strategic management is a process ?
2. Differentiate mission and objectives of an organization. How do you formulate the goals of a manufacturing organization ?
3. Differentiate between horizontal and vertical growth strategy. How do they differ from concentric diversification ?
4. Explain BCG matrix, and list out its advantages and disadvantages.
5. What is Corporate Governance ? Indicate how and why companies are embracing Corporate Governance practices.
6. Explain how value chain analysis could help in organizational analysis.
7. Discuss Porter's five force model.

SECTION – B

Answer **any three** questions. **Each** question carries **10** marks.

(3×10=30)

8. Suppose you are business strategist of your company, which is into manufacturing FMCGs. What would be your differentiation strategy looking at the present trends ? Discuss.
9. Explain in detail a formal Strategic planning process.
10. Describe the GE nine cell matrix technique used for analyzing corporate portfolio.
11. Write short notes on:
 - a) Strategic Advantage profile
 - b) Competitive Profile Matrix (CPM).

P.T.O.



SECTION - C

Compulsory Question :**(1×15=15)**

12. Case Study :

The case is set in late 1981 when Caterpillar has just reported record sales and profits. The trigger issue focuses on a meeting called by CEO Lee Morgan to review the record results and evaluate Caterpillar's competitive strategy over the coming years.

After an extensive review of the earth-moving equipment industry, the case describes caterpillar's historical development, including the nature and source of its main functional policies. Information is also provided on the company's organizational structure and culture. The case ends with some concerns being raised from about changes in the industry structure and economic environment.

Questions :

- 1) What are the key elements in Caterpillar's strategy ?
- 2) What are the sources of its outstanding success in the worldwide earth moving equipment industry ?
- 3) What changes do you see in the industry and the competitive environment ?
- 4) How well is Caterpillar positioned for the Future ? What recommendations would you make to Lee Morgan at the meeting in October 1981 ?