



U.S.N

--	--	--	--	--	--	--	--	--	--

P.E.S. College of Engineering, Mandya - 571 401
(An Autonomous Institution affiliated to VTU, Belgaum)
Fourth Semester, Master of Business Administration (MBA)
Semester End Examination; June / July - 2015
Straregic Management

Time: 3 hrs

Max. Marks: 100

Note: Answer any FOUR full questions from PART – A and PART – B(case study) is compulsory.

PART – A

- 1 a. What is meant by strategic management? Explain the process of Strategic Management with suitable block diagram. 10
- b. What is the importance of Strategy in business? Establish the relationship between a company's strategy and business model. 10

OR

- 2 a. What is meant by financial and strategic objectives of a firm? Explain the concept of Balance Score Card and its various perspectives. 10
- b. Explain Micheal E Porter's Five forces model of comepetitive analysis and its implications on fast food industry. 10
- 3 a. What are called KSF's? Discuss the various types of KSFs. 10
- b. What do you understand by competence, core competence and distinctive competence? Explain with help of examples. 10

OR

- 4 a. Explain the best cost provider strategy with example. 10
- b. Explain BCG growth share matrix with suitable diagram and example. 10
- 5 a. Define value chain. Explain the concept of a company's value chain with suitable example. 10
- b. Explain GE's Nine Cell Planning grid model 10

OR

- 6 a. Explain the dimensions of effective leadership of the strategy execution process. 10
- b. Explain the seven criteria used in preparing long term objectives. 10
- 7 a. What is meant by mergers and acquisition? Explain the different types of mergers in detail. 10
- b. Explain the various challenges in Strategy implementation. 10

OR

- 8 a. What is meant by Outsourcing? What are the advantages of outsourcing Strategies ? 10
- b. What is meant by Grand Strategies? Explain the functions of Joint ventures strategy with suitable example. 10

PART – B Case Study (Compulsory)

9. In 1994, Princeton graduate and wall street executive Jeff Bezos became interested in a number of Web based retail ventures. He examined a variety of different products and identified what he felt was an exceptional opportunity for “e-tailing” books. He left his job, began working out of the garage of his rented home and raised several million dollars of start up.

In 1995, Bezos opened a 400 sq. foot office in Bellevue, Washington and launched Amazon.com, billed as “the world’s largest book–store”. In 1996, Amazon.com had become one of the most successful web-based retailers, with revenues of almost \$16 million. In 1997 Bezos took Amazon.com public and annual sales rose to \$147 million. In the same year commercial channel. In 1998, Amazon.com lauched its online music and video stores. It has began to sell toys and electronics and expanded its European reach with the acquisition online book sellers in the UK and Germany.

In 2000, Amazon.com launched a 10 year partnership with Toysrus.com to cobrand a toy video game store. In the following year, it cut a 15% of its workforce as part of a restructured plan that also forced a \$ 150 million charge against earnings. Amazon.com also partnered with borders to manage the rivals web operation. AOL invested \$100 million in Amazon.com 2001, and in the fourth quarter of 2001, Amazon.com showed its first profit, albeit a small one. Today, Amazon.com offers a wide variety of products in addition to books, including electronic greeting cards, online auctions,CDs, Videos, DVDs, toys and games, electronic Kitchenware and computers. The company competes with publishers distributors, manufacturer and physical world retailers, International sale account for approximately 15% of revenue with domestic books music and DVD sales accounting for 60% of the total. As of early 2001 Bezos owned about one third of Amazon.com stock but is currently selling a numbe of shares at regular intervals.

Answer the following questions, each carry equal marks:

- i) Who is Amazon’s competition? Is it even possible to identify the Industry in which Amazon.com operates ?
- ii) Given its internet base, can Amazon.com’s success be easily duplicated by copying its materials? Is this an inherent disadvantage of Internet prospectors?
- iii) What challenges Amazon.com would have faced while acquiring online booksellers in the UK and Germany?
- iv) There is a general trend toward “brick and clicks” the combination of Internet and traditional retail outlets. Can Amazon.com succeed in the long run as an e-tailer without brick and mortar operation?

20