
 <div style="text-align: center;"> <h1 style="margin: 0;">SASTRA</h1> <p style="font-size: small; margin: 0;">DEEMED TO BE UNIVERSITY (U.S. 3 of the UGC Act, 1956)</p> <p style="font-size: x-small; margin: 0;">THINK VIRTUE THINK TRANSPARENCY THINK SASTRA</p> </div> 	<p style="text-align: center;">School of Computing</p> <p style="text-align: center;">First CIA Exam –Aug 2024</p> <p>Course Code: MGTN133</p> <p>Course Name: Business Strategy</p> <p>Duration: 90 minutes Max Marks: 50</p>
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PART A 10 x 2 = 20 marks


Answer all the questions

Q.no	Questions
1	What is the scope of strategic management?
2	List out at least two limitations of the concept of strategy.
3	What are the possible pitfalls in not having a vision for an organization?
4	Illustrate the problems can an imprecise and unclear mission create for an organization.
5	Relate the characteristics of objectives.
6	What is meant by “strategic intent”?
7	Compare and contrast general with relevant environment.
8	What aspects does environmental appraisal deal with?
9	Summarize the points need to be kept in mind while using a particular source of environmental information?
10	Outline the strategists-related factors affect environmental appraisal?

PART B 3 x 10 = 30 marks

Answer all the questions

Q.No	Questions
1	Explain the process of strategic management. Draw a neat chart showing comprehensively the different elements in the strategic management process.
2	Discuss the different aspects of environmental scanning necessary for identifying opportunities and threats in a company’s environment.
3	Select any organization of your choice. Identify the high priority environmental factors in its relevant environment. Use this information to prepare a summary ETOP for the organization.

 SASTRA <small>SAKSHI ANTI-CORRUPTION TRUST</small> DEEMED TO BE UNIVERSITY <small>ESTABLISHED IN 1983</small> <small>TRUSTEES: DR. K. S. SIVANANDAN, DR. K. S. SIVANANDAN, DR. K. S. SIVANANDAN</small>	School of Computing Second CIA Exam – Sep 2024 Course Code: MGTN133 Course Name: Business Strategy Duration: 90 minutes Max Marks: 50
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Part – A 10 x 2 = 20 marks

Answer all questions

Q.no	Questions
1	Define Business level strategy.
2	What are the advantages of low-cost strategy?
3	How do companies craft strategic business unit level strategies based on customer needs?
4	Explain the terms: (a) Competitive advantage (b) Competitive scope.
5	Compare and contrast broad target with narrow target in the context of competitive scope.
6	Define “Value-chain”.
7	Illustrate the term “Strategic group” with suitable examples.
8	In what way is the concept of life cycle helpful in making strategic choice at the business-level?
9	Relate the concept of corporate strategy.
10	Outline the conditions under which the following strategy is adopted: (a) Stability (b) Combination

PART B 3 x 10 = 30 marks

Answer all the questions

Q. No	Questions
11	Using Porter’s five force model, analyze the competitive environment and suggest strategies need to be implemented.
12	Elaborate the different types of strategies under stability, expansion, retrenchment and combination corporate-level strategies. Quote examples to each these strategies.

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Tesla entered the electric vehicle (EV) industry, during the introduction phase of the industry life cycle, when there were few players and electric vehicles were still considered niche products. Tesla chose to employ a Focus Differentiation strategy by targeting a small, high-end segment of the market: luxury electric cars for environmentally conscious and tech-savvy consumers. As the industry matured into the growth phase, Tesla expanded its product line with the more affordable Model 3, aiming to compete with traditional car manufacturers. While continuing to differentiate its products through innovation and sustainability, Tesla has also pursued Cost Leadership strategies by investing in battery technology and large-scale manufacturing (e.g., Gigafactories) to lower production costs. Tesla's use of both Differentiation and Cost Leadership strategies at different phases of the industry life cycle has allowed it to grow from a niche player to a mainstream competitor in the automotive industry.

Questions:

1. In which phase of the industry life cycle did Tesla initially adopt a Focus Differentiation strategy, and why was this strategy effective at that time?
2. How did Tesla adapt its strategy as the EV industry moved from the introduction phase to the growth phase?
3. What challenges might Tesla face as the EV industry moves into the maturity phase, and how could it adjust its strategy?
4. Can all companies successfully apply a dual strategy of Differentiation and Cost Leadership as Tesla did? Why or why not?



SASTRA

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School of Computing Third CIA Exam – Nov 2024

Course Code: MGTN133

Course Name: Business Strategy

Duration: 90 minutes Max Marks: 50

PART A 10 x 2 = 20 marks

Answer all the questions

Q.no	Questions
1	What are some common challenges organizations face in the strategic management process?
2	How do firms decide which international markets to enter?
3	List out the two factors that help to classify the international strategies.
4	What are the reasons for using strategic alliances?
5	Under what conditions are joint ventures created?
6	Relate the limitations of "Cash Cow" in BCG matrix.
7	What are some practical steps an organization can take to implement the 7S Framework effectively?
8	Infer the potential limitations of using the McKinsey Framework for portfolio analysis.
9	How can strategic control help in resource allocation?
10	Compare and contrast strategic control with operational control.

PART B 3 x 10 = 30 marks

Answer all the questions

Q.No	Questions
11	Elaborate BCG matrix along with its components. List out the pros and cons of it.
12	Discuss the Porter's approach to defining generic competitive strategies.
13	Describe the various types of strategic control. Elaborate the evaluation process of operational control.

SASTRA DEEMED UNIVERSITY
(A University under section 3 of the UGC Act, 1956)

End Semester Examinations

Nov 2024

Course Code: MGT133

Course: BUSINESS STRATEGY

QP No. :U317-5

Duration: 3 hours

Max. Marks:100

PART – A

Answer all the questions

10 x 2 = 20 Marks

1. What is the concept of strategy?
2. Define the term “strategic intent”.
3. Outline the role of objectives in strategic management.
4. Compare and contrast general and relevant environment.
5. What are the pitfalls in using environmental scanning?
6. Infer low-cost focus strategy with example.
7. Summarize the barriers to entry in Porter’s five force model.
8. List the advantages of cost-leadership strategy.
9. Compare the backward and forward integration.
10. Relate the reasons for using “Strategic alliance”.

PART – B

Answer any Four questions

4 x 15 = 60 Marks

11. Explain the process of strategic management. Draw a neat chart showing comprehensively the different elements in the strategic management process.
12. Appraise the different aspects of environmental scanning necessary for identifying opportunities and threats in a company's environment.
13. Discuss Michael Porter's five force model and his approach to defining generic competitive strategies.
14. Determine the major concerns of functional level strategy. Show the significance of each functional area's plans and policies for strategy implementation.
15. Categorize the types of corporate level strategies with suitable examples.
16. Analyze the concept of BCG and GE matrix. Explain how it is applied in framing a corporate portfolio.

PART – C

Answer the following

1 x 20 = 20 Marks

17. Assume yourself as a business consultant; you are requested to do the following for an automobile manufacturing company.
 - a) Design SWOT analysis
 - b) Propose the strategies need to be implemented based on industry life cycle.
 - c) Formulate a suitable strategic control system.
