

Reg No.: \_\_\_\_\_

Name: \_\_\_\_\_

**APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY**  
**THIRD TRIMESTER MBA DEGREE EXAMINATION(R&S), MAY 2019**

**Course Code: 37**

**Course Name: STRATEGIC MANAGEMENT**

Max. Marks: 60

Duration: 3 Hours

**PART A**

*Answer all questions. Each question carries 2 marks.*

Marks

*Write short notes on:*

- |   |  |     |
|---|--|-----|
| 1 | Differentiate between strategic planning and tactical Planning | (2) |
| 2 | Porter's 3-principles of a good strategy                       | (2) |
| 3 | Value chain analysis   | (2) |
| 4 | Gap analysis.  | (2) |
| 5 | Core competence  | (2) |

**PART B**

*Answer any 3 questions. Each question carries 10 marks.*

- |    |  |      |
|----|--|------|
| 6  | Explain the strategic management process.  | (10) |
| 7  | Explain the different approaches to strategy implementation  | (10) |
| 8  | Is change management an essential skill for a manager? What are the dynamics of change management? | (10) |
| 9  | What do you understand by competitor response profile?   | (10) |
| 10 | Explain portfolio analysis with the help of BCG matrix.  | (10) |

**PART C**

*Compulsory Question, the question carries 20 marks.*

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|----|---|------|
| 11 | Assume that you are the CEO of a leading home appliances company in a highly competitive market. Your popular brands include Fans, Mixer/blender, refrigerator, washing machine and LED Televisions. Apply appropriate defensive tactics to each product to maintain your market share. In addition, substantiate your choice of tactic in each case. | (20) |
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