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Question Paper Code:CMBB20



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad - 500 043

MODEL QUESTION PAPER

MBA II Semester End Examinations, June –
2020 STRATEGIC SUSTAINABLE ENTERPRISE

Regulation: IARE-R18

(MASTER OF BUSINESS ADMINISTRATION)

Time: 3 Hours

Max Marks: 70

Answer any ONE question from each Unit

All questions carry equal marks

All parts of the question must be answered in one place only

UNIT –I

- 1 a) "Strategic management process is the way in which strategists determine objectives and strategic decisions". Comment on the statement. [7M]
b) Suppose you are the Managing Director of an organisation. Your organisation is running into losses due to poor management and decision making. How will you analyse the situation and move your organisation out of the situation? [7M]
- 2 a) Discuss a time when you established a vision for your team. What process was used? Were others involved in setting the vision? How did the vision contribute to the functioning of the unit. [7M]
b) "Mission describes the present and vision the future". With this statement in mind compare mission and vision statements. [7M]

UNIT –II

- 3 a) How can each one of the business-level strategies be used to position the firm relative to the five forces of competition in a way that permits the earning of above -average returns? [7M]
b) What is market commonality? What is resource similarity? What does it mean to say that these concepts are the building blocks for a competitor analysis? [7M]
- 4 a) How are competitive dynamics in slow-cycle markets described ? In fast -cycle markets? In standard-cycle markets? [7M]
b) Distinguish between the relative merits and demerits of different methods of Wage determination? [7M]

UNIT –III

- 5 a) Highlight the concept of executive incentives and discuss different types of incentives offered to executives. [7M]
b) Categorize the benefits and services are most important to today's increasingly diverse workforce? Why? [7M]

- 6 a) Develop a set of critical incidents covering the classroom performance of the teacher you like the most. Summarize the statement. [7M]
 b) Describe various approaches for setting standards that provide the foundation of performance incentive programs. [7M]

UNIT – IV

- 7 a) Discuss the factors that influence internal pay structure based on your own experience which once do you think are the most important why? [7M]
 b) Enumerate the bases for traditional pay system and modern pay system. How are pay plans established? [7M]
- 8 a) 'Several modern and traditional methods of performance appraisal are used for appraising an employee's performance'. Explain any three methods of performance appraisal. [7M]
 b) Distinguish between fixed pay performance and pay performance. If performance pay is better, justify your answer. [7M]

UNIT – V

- 9 a) Define the word compensation. What are the various aspects to be looked into while designing a compensation system for an organization? [7M]
 b) Demonstrate the role of individual and group reward systems in an organization. What is the recent trend in reward management [7M]
- 10 a) Discuss the pay ranges and grades with bands why would you use either does their use assist or hinder the achievement of internal alignment external competitiveness [7M]
 b) Write about total reward system besides money other rewards influence behavior in an organization. [7M]



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COURSE OBJECTIVES :

The course should enable the students to:

I	Develop a framework of analysis to enable students to identify central issues and problem in complex, comprehensive case; to suggest alternative course of action; and present well supported recommendations for future action.
II	Describe the practical and integrative model of strategic management process that defines basic activities in strategic management.
III	Analyze the competitive situation and strategic dilemma in dealing with dynamic global business environment in terms of rapidly changing market trends and technological advancement.
IV	Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.
V	Develop skills to analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions.

COURSE OUTCOMES (COs):

Students, who complete the course, will have demonstrated the ability to do the following:

CMBB20.01	Understand as to the Strategic Management Process and various tasks of Strategic Management and to comprehend the procedure for formulating and implementing strategies with case studies.
CMBB20.02	Demonstrate the importance of external environmental analysis as well prepare PESTLE Analysis and SWOT model for decision making.
CMBB20.03	Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives
CMBB20.04	Demonstrate a clear understanding of the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its integrative and interdisciplinary nature.
CMBB20.05	Understand the corporate level strategy and also describe how related diversified firms create value by sharing or transferring core competencies.
CMBB20.06	Explain three primary reasons why firms move from single-and dominant strategies to more diversified strategies.
CMBB20.07	Identify the four factors that lead to a basis for international business-level strategies.
CMBB20.08	Discuss the environmental trends affecting international strategy, especially of foreignness and regionalization.
CMBB20.09	Define organizational structure and controls and discuss the difference between strategic and financial controls.
CMBB20.10	Understand the conceptual framework on Redesigning the Organization structure and control, Strategic Leadership and ethical standards in the changing environment

MAPPING OF SEMESTER END EXAMINATION TO COURSE OUTCOMES:

MAPPING OF SEMESTER-END EXAMINATION TO COURSE OUTCOMES:					
SEE Question No		Course Outcomes		Course Outcomes	Blooms Taxonomy Level
1	a	CMBB20.01	Understand strategic competitiveness ,competitive advantage ,and above average returns	CO 1	Remember
	b	CMBB20.01	Describe strategic intent and strategic mission and discuss their value	CO 2	Understand
2	a	CMBB20.02	Demonstrate the importance of analyzing and understanding the firm's external environment	CO 1	Apply
	b	CMBB20.02	Explain the need for firms to study and understand their internal environment	CO 2	Evaluate
3	a	CMBB20.03	Discuss the relationship between customers and business-level strategies in terms of who, what and how	CO 4	Understand
	b	CMBB20.03	Use the five forces of competition model to explain how above -average returns can be earned through each business -level strategy.	CO 3	Apply
4	a	CMBB20.04	Describe market commonality and resource similarity as the building blocks of a competitor analysis.	CO 3	Create
	b	CMBB20.04	Discuss factors affecting the likelihood a competitor will take competitive actions.	CO 4	Remember
5	a	CMBB20.05	Define corporate level strategy and discuss its importance to the diversified firm.	CO 5	Remember
	b	CMBB20.05	Explain the two ways value can be created with an unrelated diversification strategy.	CO 6	Apply
6	a	CMBB20.06	Discuss the reasons firms use an acquisition strategy to achieve strategic competitiveness.	CO 6	Evaluate
	b	CMBB20.06	Demonstrate the short- and long-term outcomes of the different types of restructuring strategies.	CO 5	Understand
7	a	CMBB20.07	Explore the four factors that lead to a basis for international business -level strategies.	CO 7	Apply
	b	CMBB20.07	Name and describe the five alternative modes for entering international markets.	CO 8	Evaluate
8	a	CMBB20.08	Define cooperative strategies and explain why firms use them.	CO 7	Understand
	b	CMBB20.08	Understand the importance of cross-border strategies alliances as an international cooperative strategy.	CO 8	Remember
9	a	CMBB20.09	Describe the organizational structures and controls and discuss the difference between strategic and financial controls.	CO 9	Remember
	b	CMBB20.09	Discuss the organizational structures used to implement three international strategies.	CO 10	Understand
10	a	CMBB20.10	Define strategic leadership and describe top-level managers important as a resource.	CO 9	Apply
	b	CMBB20.10	Describe the importance of entrepreneurial opportunities ,innovation, and entrepreneurial capabilities.	CO 10	Analyze

Signature of Course Coordinator

HOD, MBA