

Code: 17BA3T1

II MBA - I Semester-Regular Examinations – November 2018

STRATEGIC MANAGEMENT

Duration: 3 hours

Max. Marks: 60

SECTION - A

1. Answer the following:

5 x 2 = 10 M

- a) How mission is different from vision?
- b) What are competitive advantages for a firm?
- c) What do you understand by the term strategic alliance?
- d) What do we understand about values?
- e) Define Strategic audit.

SECTION – B

Answer the following:

5 x 8 = 40 M

2. a) Explain the various phases of strategy formulation with an illustration.

(OR)

- b) Define Strategic Management and explain its process.

3. a) Discuss the porter's five force model of industry analysis with suitable illustration.

(OR)

- b) Explain the factors that could be a competitive advantage for the firm.

4. a) Give a detailed account on various human resources activities that contribute to the effective strategy implementation.

(OR)

b) Discuss the advantages and limitations of growth strategies with examples.

5. a) Critically evaluate the role of strategic Leadership in determining strategic directions to a firm.

(OR)

b) Examine strategies formulated for competing in global economy.

6. a) Discuss about quantitative and qualitative techniques that can be used in benchmarking organizational performance.

(OR)

b) Describe the role of Strategic Information Systems in Organizations.

SECTION-C

7. Case Study

1x10=10 Marks

In a technology enabled competition it is very challenging to be highly sustainable in the long run. Customers expect fast-paced response, quality, low cost, transparency and ease of operations. Hotel accommodation service is no exception to all these challenges. In fact, looking at the dense network of available hotels

and the service options provided by them makes the task of choosing the right hotel accommodation difficult for the customer. This case study highlights how a 19-year old entrepreneur, Ritesh Agarwal (Ritesh), tried to bridge the gap between the hotels and the customers with his start-up, OYO Rooms (OYO). OYO is India's largest branded hotel chain with about 6500+ hotels (as on April 2017) spread across 200 towns and cities in the country since its inception in May 2013.

The hotel industry in India majorly consists of unorganized hotels and a few brands dealing in budget hotels. There has been a rise in the number of domestic as well as international travellers. Moreover, many travellers opt for budget hotels, thus increasing the scope for budget hotels. OYO is India's largest network of branded hotels. OYO has been successful in creating a model in the hospitality sector for others to follow.

OYO Rooms has made a good use of technology to provide customers hassle-free standardized hospitality experience. OYO's innovative business model has set-up a trend in budget hotel accommodation, which has been adopted by many others. However, this poses a threat to OYO Rooms for long term sustainability. The case details the startup's growth story, its business model, and the issues and challenges faced by OYO.

- i. Analyze what OYO rooms should do to retain its competitive position?