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Total No. of Questions: 09 **Total No. of Pages: 02**

MBA (Sem. 4)
STRATEGIC MANAGEMENT
Subject Code: MBA-401
Paper ID: A2524

Time: 3 Hrs. **Max. Marks: 60**

INSTRUCTIONS TO CANDIDATES:

1. **Section A is consisting of SIX questions carrying FIVE marks each and students have to attempt any FOUR question.**
2. **Section B contains attempt ONE question from each UNIT carrying 8 marks each.**
3. **Section C is case study COMPULSORY carrying EIGHT marks.**

SECTION A

1. Write detailed notes on:

a) McKinsey 7s framework

b) PESTLE

c) Strategic advantage profile

d) Mission statement

e) core competence

f) Strategic evaluation

SECTION B

Unit I

2. Explain the various steps of strategic process.

3. Discuss environmental scanning techniques.

Unit II

4. What are different components of strategy? Discuss benchmarking as a model for development of strategy.

5. How does identification of critical success factors affects generic strategies?

Unit III

6. Write detailed notes on corporate level strategies

7. Discuss Porters framework of competitive strategies.

Unit IV

8. Discuss qualitative factors in strategic choice.

9. Discuss the role of control in strategic management

SECTION C

Case study

Nokia was the world's dominant and pace-setting mobile-phone maker. Today, it has just three per cent of the global Smartphone market, and its market cap is a fifth of what it was in 2007. What happened to Nokia is no secret: Apple and Android crushed it. But the reasons for that failure are a bit more mysterious. Nokia had been a surprisingly adaptive company. Moving in and out of many different businesses-papers. Electricity, rubber galoshes. In 1990s, it successfully reinvented itself again. For years, the company had been a conglomerate, with a number of disparate businesses operating under the Nokia umbrella; in the early nineteen-nineties, anticipating the rise of cell phones; executives got rid of everything but the telecom business. Even more strikingly. Nokia was hardly a technological laggard-on the contrary, it came up with its first Smartphone back in 1996, and built a prototype of a touch-screen, Internet-enabled phone at the end of the nineties. Nokia was acclaimed for its marketing, and was seen as the company that had best figured out how to turn mobile phones into fashion accessories

Do a strategic analysis of where Nokia went wrong.