

(DEMB 11)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY - 2015

First and Second Years

Paper-XI : BUSINESS POLICY AND STRATEGIC MANAGEMENT

Time : 03 Hours

Maximum Marks : 75

SECTION-A

(3 x 5 = 15)

Answer Any Three of the following

- 1) a) Concept of strategic management.
b) Competitive advantages.
c) Cost leadership.
d) Strategic process.
e) Marketing strategy.
f) Diversification.

SECTION-B

(3 x 15 = 45)

Answer Any Three of the following

- 2) Give an account 7 – s framework.
3) What are the functions of Board of Directors.
4) State the kind of steps that should be undertaken to implement turn around strategy.
5) Explain strategic issues in declining firms.
6) Elucidate the issues involved in the implementation of strategy.
7) Enumerate the significance of environmental analysis.

SECTION-C

(15)

(Compulsory)

8) Akim, a high school teacher, wanted to earn some extra money to help provide better care for himself, his wife, and their expected baby. After studying the lawn care business in the local area, he decided there was a place for him to operate a part-time business. His niche would be cutting and caring for private lawns and doing contract work on common ground in prosperous neighborhoods.

Using his credit cards, Akim bought the equipment he needed. Then he used his home computer and printer to make up business cards and circulars to be distributed in the neighborhoods he had selected as his niche.

Akim priced his service by stating a low figure based on the time he thought it would take to finish the job. Then, based on that experience, he'd set a price to do the yard in the future.

Things went well until summer vacation. Then business improved so much that he couldn't handle it all by himself, but he had difficulty finding capable and dependable help. Also, many of his customers wouldn't pay when billed. Finally, unable to find a quick and reasonable source of repairs for his equipment – which he could ill afford, anyway – he called it quits after two years. He was unable to sell his equipment.

Questions:

- a) What did Akim do right in starting his business?
- b) Was there anything he should have done that he didn't do?; and
- c) What marketing concepts apply to a small business of this nature?

EEE