



**PRESIDENCY UNIVERSITY, BENGALURU
SCHOOL OF MANAGEMENT**

Max Marks: 100

Max Time: 180
Mins

Weightage: 40 %

Set B

COMPREHENSIVE EXAMINATION

I Semester 2016-2017

Course: **MBA A 205 :Corporate Strategy**

8 December 2016

Part A

Answer the following Questions

(10 Q x 2 M= 20 Marks)

1. Define the term "Strategic Leadership"
2. Distinguish between "Industry" and "Sector"
3. When is an Organisation is said to possess "Competitive Advantage"
4. What do you understand by the term "Superior Quality" in terms of creating Competitive Advantage
5. State what you understand by the concept of "Strategy Planning Process"
6. Define the term "Value Chain" relative to Strategy Management
7. State what you understand by the term "Business Model" of an Organisation
8. Distinguish between "External Analysis" and "Internal Analysis"
9. State any four [4] attributes of a "Functional Strategy"
10. State what you understand by the term "Economies of Scale" in terms of Strategy

Part B

Answer the following Questions

(8 Q x 5 M= 40 Marks)

11. How does "Superior Performance" differ from "Sustained Competitive Advantage"? In the given context discuss the sources of Sustained Superior Profitability
12. Discuss, in detail, the concept of "Strategy" as an Emergent Process. Give examples for each
13. Explain the concept of "Risk of Entry by Potential Competitors" in terms of creating a competitive advantage for a business. Discuss at least three [3] strategies related to this concept

14. Explain, in detail, the following
 - a) Distinctive Competencies associated with competitive advantage
 - b) Resources and Capabilities in terms of Distinctive Competencies
15. Explain in fair detail, the relationship between competitive advantage, value creation and profitability when evaluating internal strengths and weaknesses.
16. Discuss, in reasonable depth, how the elements of a Value Chain can help in lowering cost and increasing Utility of products through differentiation .
17. Discuss, in adequate detail, how Superior Efficiency can be achieved in an organisation in terms of the following. [Use graphs where necessary]
 - a) Economies of Scale
 - b) Learning Effects
18. State what you understand by the term “Strategic Groups within Industries”. Discuss the implication of Strategic Groups, with examples

Part C

Answer the following Questions

(2 Q x 20 M= 40 Marks)

- 17 “A Company has a competitive advantage over its rivals when its profitability is greater than the average profitability of all the companies in its industry. The primary goal of any strategy is to achieve a sustained competitive advantage vis-à-vis its rivals.” Discuss the various sources of competitive advantage and analyse the link between strategy, competitive advantage and profitability in the light of this statement.
- 18 “There are certain generic factors that help the company to build and sustain competitive advantage. These factors allow a company to differentiate its product offering, offer greater utility to its customers and lower the cost structure. These factors are inter-related” Explain in detail, each of these with examples.
