

**STELLA MARIS COLLEGE (AUTONOMOUS) CHENNAI – 600 086.**  
**(For candidates admitted during the academic year 2020–2021)**

**B.COM. DEGREE EXAMINATION NOVEMBER 2023**  
**HONOURS**  
**FIFTH SEMESTER**

**COURSE : MAJOR – CORE**  
**PAPER : STRATEGIC MANAGEMENT DYNAMICS**  
**SUBJECT CODE : 20BH/MC/SD54**  
**TIME : 3 HOURS** **MAX. MARKS: 100**

**SECTION – A**

**ANSWER ALL QUESTIONS: (10 x 2 = 20)**

1. Describe Strategic Drift.
2. List a few potential conflicts between different level of strategies.
3. What do you understand by being Stuck in the middle as per Porter's Generic Strategies?
4. What is a Lock in Strategy?
5. How is the relative market share computed?
6. List few limitations of Acquisition and Merger as a development strategy.
7. Describe restructuring as a type of change.
8. On What basis should organization decide to automate or outsource?
9. Differentiate General control from Applications Control.
10. State four ways in which data analytics can support pricing decision.

**SECTION – B**

**ANSWER ANY FIVE QUESTIONS: (5 x 8 = 40)**

11. Explain the JSW model of Strategic Management.
12. Elucidate Porter's Generic Strategies with appropriate examples.
13. According to Johnson et al, what are the four qualities needed in resources and competencies to achieve Competitive advantage.
14. Elaborate on the Public Sector Portfolio Matrix.
15. Explain the applications of Ansoff Matrix.
16. Organisational change involves 're-learning' – not merely learning something new but trying to unlearn what is already known and practised in an organisation. Explain with help of Lewin's Model.
17. Describe the 5 Vs of Big Data.

**SECTION – C****ANSWER ANY ONE QUESTIONS:****(1 x 20 = 20)**

18. Explain in detail organisations knowledge management and importance of a learning organisation.
19. Elucidate and evaluate all the methods of business developments.
20. Discuss in detail the business redesign patterns.

**21. Case Study (Compulsory)****(1 x 20 = 20)**

Tesla, Inc. is a leading electric vehicle (EV) manufacturer. The company is considering expanding its operations into India, a large and growing market for EVs. However, India is also a challenging market, with several factors that Tesla needs to consider before deciding.

**Questions:**

**Suitability:** Is India a suitable market for Tesla? Consider factors such as the size and growth of the EV market, the level of government support for EVs, and the availability of charging infrastructure.

**Acceptability:** Would expanding into India be acceptable to Tesla's stakeholders? Consider factors such as the financial risks involved, the potential impact on Tesla's brand image, and the views of Tesla's shareholders and employees.

**Feasibility:** Is it feasible for Tesla to expand into India? Consider factors such as the cost of doing business in India, the availability of skilled labour, and the regulatory environment.

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