

Birla Institute of Technology and Science, Pilani

I Semester 2022-23 Comprehensive Examination (Closed Book)

Course Code: BITS F428

Course Title: Essentials of Strategic Management

Max. Time: 90 Minutes

Date: 24-12-2022

Max. Marks: 25

---

Q. 1 Managers must understand different markets develop at different rates. The speed at which a market develops can be measured by its growth rate, that is, the rate at which customers in that market purchase the industry's product. A number of factors explain the variation in market growth rates for different products, and thus the speed with which a particular market develops. It is important for managers to understand the source of these differences because their choice of strategy can accelerate or retard the rate at which a market grows. List and explain these factors with suitable examples. (5)

Q. 2 A business-level strategy of (a) low cost and (b) differentiation offer some protection against competitive forces in a company's industry. Discuss. (5)

Q. 3 You are working for a small company that has developed an operating system for PCs that is faster and more stable than Microsoft's Windows operating system. What strategies might your company pursue to unseat Windows and establish its own operating system as the dominant technical standard in the industry? (5)

Q. 4 Sustainability has emerged as an important concept in the current age. What do you understand by the sustainability as strategy? There are various theories has been presented to discuss the notion of corporate sustainability. List and discuss any two theories in detail. (5)

Q. 5 Define diversification. Managers in the organization need to take certain initiatives to increase profitability using diversification. Discuss these initiatives in detail. (5)