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**Question Paper Code: U9D72**

B.E./B.Tech. DEGREE EXAMINATION, NOV 2024

Open Elective

Computer Science And Business System

21UCB972-STRATEGIC MANAGEMENT AND LEADERSHIP

(Common to All branches)

(Regulations 2021)

Duration: Three hours

Maximum: 100 Marks

Answer All Questions

PART A - (10 x 2 = 20 Marks)

1. What is the primary objective of strategic analysis in strategic management? CO1 U
2. How does a mission statement differ from a vision statement? CO1 U
3. What is the difference between resources and capabilities in the context of strategic management? CO1 U
4. What are the two generic building blocks of competitive advantage proposed by Michael Porter? CO1 U
5. Differentiate between global and local strategies in the context of international business operations. CO1 U
6. Define diversification strategy. CO1 U
7. Why is team building important for improving group effectiveness and performance? CO1 U
8. How do formal groups differ from informal groups in an organization? CO1 U
9. Describe the main difference between transformational and transactional leadership styles. CO1 U
10. Explain the difference between leadership and management. CO1 U

PART – B (5 x 16= 80 Marks)

11. (a) Identify and discuss common challenges organizations face during the strategy formation process. How can these challenges be mitigated? CO2 App (16)

Or

- (b) Examine the concept of business model innovation. How companies can successfully innovate its business model to adapt to changing market conditions? CO2 App (16)
12. (a) Examine how globalization has transformed the structure of a specific industry (e.g., automotive, technology). Discuss the opportunities and challenges globalization presents for firms within this industry. CO3 App (16)
- Or
- (b) Apply Porter's Five Forces Model to analyze the competitive intensity within the retail industry. Discuss how each force affects the level of competition and profitability in this industry. CO3 App (16)
13. (a) Describe how an Organizational Capability Profile is created and used. How can companies leverage this profile to enhance their strategic position? CO1 U (16)
- Or
- (b) Discuss the techniques used in corporate portfolio analysis. How do these techniques help in evaluating the performance and potential of different business units within a corporation? CO1 U (16)
14. (a) Analyze the roles and functions of formal and informal groups within an organization. How do these groups contribute to achieving organizational goals? CO3 App (16)
- Or
- (b) How do interpersonal skills influence team dynamics and overall team performance? Provide examples of specific interpersonal skills that are crucial in a team setting. CO3 App (16)
15. (a) Evaluate the impact of various leadership styles on organizational effectiveness. Compare and contrast the autocratic, democratic, and transformational leadership styles, and provide examples of situations where each style might be most effective. CO2 App (16)
- Or
- (b) Analyze the impact of motivational theories on employee engagement and productivity. Compare how different theories (such as Expectancy Theory and Equity Theory) can be used to design motivational strategies tailored to diverse employee needs. CO2 App (16)