

International Islamic University Chittagong
Department of Business Administration
Program: MBA
Mid-term Examination, Summer-2022
Course Title: Strategic Management (MGT-5403)

Time: 2 hours

Marks: 30

[Instruction: Answer any three of the following questions. All the parts of a question must answer serially. Answer should be relevant. Figures in the right margin indicate full marks.]

- 1.a. What is competitive advantage? What are the strategic approaches to set a company apart from rivals and achieve a sustainable competitive advantage? 5
- b. Discuss with example the relationship between a company's strategy and business model? 2
- c. "Excellent execution of an excellent strategy is the best test of managerial excellence and the most reliable recipe for winning in the marketplace!"- Do you agree? Discuss in details. 3

- 2.a. What is strategic vision? Why it should be communicated across the organization? 2
- b. Discuss the characteristics of an effectively worded strategic vision statement? Identify common shortcomings in company vision statements? 3
- c. What is strategic intent? Why is strategic intent important? 2
- d. "A winning strategy must pass three tests"-Explain 3

- 3.a. What are strategically relevant factors in the company's macro-environment? Discuss them briefly. 4
- b. Give an explanation about the factors that determine the intensity of rivalry among competitive sellers within an industry? 3
- c. Briefly discuss the factors affecting the competition from substitute products? 3

4. a. What forces are driving industry changes and what impact will they have? 4
- b. Generate a strategic group map with some company of a certain industry? What are the implications of strategic group mapping? 4
- c. What are Key success factors (KSF)? How do you point out KSF's? Identify the common types of Industry KSF's ? 2