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Invigilator's Signature :	

# CS/MBA(NEW)/SEM-4(FT&PT)/MB-402/2010 2010 STRATEGIC MANAGEMENT

Time Allotted: 3 Hours Full Marks: 70

The figures in the margin indicate full marks.

Candidates are required to give their answers in their own words as far as practicable.

# GROUP – A ( Multiple Choice Type Questions )

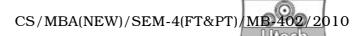
- 1. Choose the correct alternatives for any ten of the following :  $10 \times 1 = 10$ 
  - i) Strategic factor analysis summary matrix could be prepared by study of
    - a) vision and mission statement of company
    - b) profit and loss summary of company
    - c) income and expenditure summary of company
    - d) internal and external factor assessment summary of company.
  - ii) Eight dimension of quality has been propounded by
    - a) Porter
    - b) Garvin
    - c) Steiner
    - d) Boston consulting group.

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- iii) Strategic planning is meant for
  - a) long term planning b) short term planning
  - c) interim planning d) none of these.
- iv) CSR means
  - a) Confidential Statement Record
  - b) Customer Satisfaction Record
  - c) Corporate Social Responsibility
  - d) none of these.
- v) Portfolio strategy is a part of
  - a) marketing strategy b) financial strategy
  - c) corporate strategy d) none of these.
- vi) OCP signifies
  - a) Organizational Competitive Profile
  - b) Organizational Capability Profile
  - c) Organizational Cultural Profile
  - d) none of these.
- vii) A stockbroker firm offers personalized financial services to small investors in addition to its normal business of dealing in shares and debentures, it follows
  - a) diversification grand strategy
  - b) combination grand strategy
  - c) expansion grand strategy
  - d) stability grand strategy.
- viii) Concentric mergers take place when two or more companies who merge
  - a) are related with each other in terms of functions or technologies used
  - b) are unrelated with each other in terms of functions or technologies
  - c) are interested in concentrating in the same locality
  - d) intends to monopolise the market.



- ix) By dimensions of business definition is understood
  - a) what the business intends to do
  - b) how the company intends to serve its stakeholders
  - c) how the company intends to compete in the market
  - d) customer functions, customer groups and alternative technologies.
- x) Strategic leadership refers to
  - a) functional leadership
  - b) departmental leadership
  - c) top management leadership
  - d) none of these.
- xi) Conglomerate diversification results when a company diversifies in
  - a) different related areas
  - b) unrelated areas
  - c) different geographical locations
  - d) terms of attaining synergy by exchange or sharing of resources and skills.
- xii) Entry barriers mean
  - a) obstacles to enter in an industry
  - b) rewards to enter in an industry
  - c) none of these
  - d) both (a) and (b).

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## GROUP – B (Short Answer Type Questions)

Answer any *three* of the following.



- 3. Discuss the implications of balanced score card in strategic management.
- 4. Write a note on ETOP.
- 5. Enumerate the factors to be considered in forming the strategic advantage profile of an enterprise.
- 6. Discuss the utility of the BCG matrix in strategy formulation.

#### **GROUP - C**

(Long Answer Type Questions)

Answer any *three* of the following.  $3 \times 15 = 45$ 

- 7. Discuss the various internal and external environmental sectors to be analysed by the top management for strategic decision making.
- 8. a) Describe the significance of corporate goal setting.
  - b) Examine the inter-relationship between vision, mission and objectives of an organisation. 7 + 8
- 9. a) Discuss the role of managers in the process of strategy implementation.
  - b) What are the diverse criteria that are utilized for strategy evaluation? 7 + 8
- 10. a) Discuss some of the important methods of environmental scanning.
  - b) What are the different types of strategic controls? 9 + 6
- 11. a) Wal-Mart wishes to enter the Indian market. Discuss the strategic options before Wal-Mart.
  - b) How does the 7-S Framework help in reducing the difficulties encountered in strategy implementation?

9 + 6

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