



Name : .....

Roll No. : .....

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 × 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.



- 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).



**GROUP – B**  
**( Short Answer Type Questions )**

Answer any *three* of the following.  $3 \times 5 = 15$

2. What do you mean by corporate restructuring ? Give an example.
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 ?  $9 + 6$