



Name : .....

Roll No. : .....

Invigilator's Signature : .....

**CS / MBA(NEW) / SEM-4(FT & PT) / MB-402 / 2011**

**2011**

**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) EAD in the Strategic Management process stands for
    - a) Economic Analysis and Diagnosis
    - b) Environmental Analysis and Diagnosis
    - c) Ethical Analysis and Diagnosis
    - d) None of these.
  - ii) Backward Integration refers to moving nearer to
    - a) source of raw materials
    - b) market
    - c) competitors
    - d) customers.



- iii) Which of the following perspectives are **not** monitored in the Balanced Score Card Approach ?
- a) Financial
  - b) Customers
  - c) Internal processes
  - d) None of these.
- iv) Which of the following is a force studied under the Porter's 5 forces model ?
- a) Rivalry between existing sellers in the market
  - b) Power exerted by the customers in the market
  - c) None of these
  - d) Both (a) & (b).
- v) The McKinsey's 7-S framework for strategic management does *not* include
- a) Staff
  - b) Style
  - c) Skill
  - d) Society.
- vi) Strategic leadership refers to
- a) departmental leadership
  - b) top management leadership
  - c) functional leadership
  - d) none of these.
- vii) Portfolio strategy is a part of
- a) corporate strategy
  - b) financial strategy
  - c) marketing strategy
  - d) none of these.
- viii) Core competence is
- a) what the company does exceedingly well
  - b) what the competitors do not do well
  - c) what the company used to do exceedingly well
  - d) what the company can only do.



- ix) ETOP stands for
- external threat opportunity profile
  - economic threat opportunity profile
  - environmental threat opportunity profile
  - none of these.
- x) Strategy operates at
- SBU level
  - the corporate level
  - functional level
  - all of levels of business.
- xi) Opportunities and threat of a company can be known by studying
- the management structure of the company
  - the employee profile of the company
  - the demand and supply analysis of the company
  - the external environment of the company.
- xii) The 'Dog' cell in BCG Matrix denotes
- high growth high market share
  - slow growth high cash reserve
  - high growth low market share
  - slow growth relatively low market share.

### GROUP – B

#### ( Short Answer Type Questions )

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

- What do you understand by Strategic Management process of an organization ?
- Discuss the features of BCG matrix.
- Explain Mission Statement and Vision Statement of a company.
- Discuss the functional areas to be considered for assessing the strengths and weakness of a firm.
- Explain 7-S framework in detail.



**GROUP – C**

**( Long Answer Type Questions )**

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

7. Draw Internal Factor Assessment Summary, External Factor Assessment Summary and finally a Strategic Factor Assessment Summary of a firm engaged in strategy formulation. Use your assumptions regarding factors. 15
8. Discuss how impact of opportunities and threats are assessed in an organization ? In this context, explain Porter's Approach and its strategic implications for analysing the competitive environment. 15
9.
  - a) State the conditions favourable for implementing Expansion strategy.
  - b) What are the various Expansion strategies available to a firm ?
  - c) State the prerequisites in terms of resource, competency and environment to implement the following strategic decision to expand :
    - i) Diversification
    - ii) Merger
    - iii) Strategic alliance
    - iv) Joint venture.  $4 + 3 + 8$
10. What do you mean by environmental scanning ? Discuss the factors that should be considered during environmental scanning. Depict the different sources of information needed for collecting data during environmental scanning .  $3 + 5 + 7$
11. Write short notes on any *three* of the following :  $3 \times 5$ 
  - a) SPACE analysis
  - b) Implications of Balanced Score Card
  - c) Contingency Planning
  - d) Focus
  - e) Corporate restructuring.