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Invigilator's Signature :	

CS/MBA(N)/SEM-4(FT+PT)/MB-402/2012 2012

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

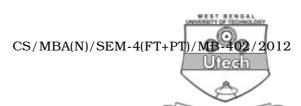
(Multiple Choice Type Questions)

- 1. Choose the correct alternatives for any ten of the following : $10 \times 1 = 10$
 - i) Divestment strategy is a form of
 - a) privatization
 - b) buying more shares from the market
 - c) retrenchment strategy
 - b) selling shares to another company.
 - ii) Backward integration refers to assuming the role of
 - a) the customer
- b) the supplier
- c) the competitor
- d) all of these.
- iii) Horizontal merger takes place when a firm
 - a) acquires another firm in unrelated business
 - b) acquires its competitors in related business
 - c) acquires technology of other firms in unrelated business
 - d) none of these.

25012(MBA) [Turn over

CS/MBA(N)/SEM-4(FT+PT)/MB-402/2012

- iv) Turnaround strategy involves
 - a) obstacles to leaving an industry
 - b) export of products
 - c) problems associated with an industry
 - d) none of these.
- v) Which of the following is not a type of generic strategy?
 - a) Differentiation
- b) Expansion
- c) Cost leadership
- d) Focus.
- vi) The full form of SPACE in 'SPACE Diagram' is
 - a) Strategic Partnership and Competitive Excellence
 - b) Strategic Positioning and Action Evaluation
 - c) Strategic Planning and Action Evaluation
 - d) Strategic Positioning and Competitive Excellence.
- vii) ETOP, PEST, SWOT are examples of
 - a) Entry strategies of a firm in an industry
 - b) Models for resource allocation
 - c) Environmental scanning techniques
 - d) none of these.
- viii) Which of the following is a measure of strategic evaluation?
 - a) Earnings per share
 - b) Working capital cycle
 - c) Performance appraisal system
 - d) Balanced score card.
- ix) Core competence is
 - a) what the company used to do exceedingly well
 - b) what the company does exceedingly well
 - c) what the competitors do not do well
 - d) what the company can only do.



- x) ETOP stands for
 - a) Economic Threat Opportunity Profile
 - b) External Threat Opportunity Profile
 - c) Environmental Threat Opportunity Profile
 - d) none of these.
- xi) Opportunity and threat of a company can be known by studying
 - a) the management structure of the company
 - b) the employee profile of the company
 - c) the demand and supply analysis of the company
 - d) the external environment of the company.
- xii) The 'Dog' cell in BCG matrix denotes
 - a) High growth high market share
 - b) Slow growth high cash reserve
 - c) High growth low market share
 - d) Slow growth relatively low market share.

GROUP - B

(Short Answer Type Questions)

Answer any three of the following.

 $3 \times 5 = 15$

- 2. Discuss the functional areas to be considered for assessing the strengths and weaknesses of a firm.
- 3. Explain the essential conditions for mergers.
- 4. Write a note on GAP Analysis.
- 5. Distinguish between corporate level, business level and functional level strategies.
- 6. What is growth strategy? Why is it followed?



(Long Answer Type Questions)

Answer any three of the following.

 $3 \times 15 = 45$

- 7. 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 decisions to expand:
 - (i) Diversification
 - (ii) Merger
 - (iii) Strategic alliance
 - (iv) Joint venture.

4 + 3 + 8

- 8. a) Discuss the essence of strategic control and coordination.
 - b) Explain how a strategic control system operates in an organization. 7 + 8
- 9. a) State the significance of strategic manpower planning in the context of an Indian pharmaceutical firm which has decided to merge with another Indian healthcare firm.
 - b) State the significance of BCG matrix to a firm who has decided to expand its product line. 8 + 7
- 10. Analyse the various internal and external factors to be analysed for strategic planning.
- 11. Write short notes on any three:

 3×5

- a) Strategic Fit
- b) Strategic Alliance
- c) Corporate Restructuring
- d) Strategy entry options for multinationals
- e) TOWS matrix.