



Name :

Roll No. :

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.



- 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
- Economic Threat Opportunity Profile
 - External Threat Opportunity Profile
 - Environmental Threat Opportunity Profile
 - none of these.
- xi) Opportunity 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. $3 \times 5 = 15$

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



GROUP – C

(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.
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