	Utech
Name:	
Roll No.:	In Agency (1) Executing and Execution
Invigilator's Signature :	

CS/MBA (OLD)/SEM-4 (FT & PT)/MB-403/2010 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 the following : $10 \times 1 = 10$
 - i) Strategic Management Process is Critical Resource based. This is
 - a) True

b) Partially true

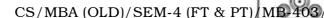
c) False

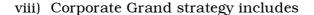
- d) Sometimes true.
- ii) Organisational Strength is an outcome of
 - a) Resources
 - b) Systems and Procedures
 - c) Resources and Behavioural
 - d) Resource and Environment.

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- iii) Which one is characteristics of Core Competence
 - a) Difficult to immitate
 - b) Provides potential access to Market
 - c) Significant contribution to Customers
 - d) All of these.
- iv) Technique for Orgnisational Appraisal consists of
 - a) Benchmarking
- b) Value Chain Analysis
- c) Both(a) and (b)
- d) Technological Analysis.
- v) OCP stands for
 - a) Organisation Competence Profile
 - b) Organisation Core Practice
 - c) Organisational Conglomerate Policy
 - d) Organisational Communication Process.
- vi) In BCG Matrix Cash Cows refer to
 - a) high relative Market share
 - b) low relative Market share
 - c) declining Market share
 - d) no specific direction of Market share.
- vii) Contingency Strategy enables to deal with
 - a) Uncertainty
- b) Growth
- c) Stability
- d) Maturity.





- a) Growth Strategy
- b) Stable Growth Strategy
- c) Turnaround Strategy
- d) All of these.
- ix) SBU Strategy centres around
 - a) cost leadership
- b) differentiation

c) focus

- d) all of these.
- x) Implementation of Strategy takes into consideration aspects of
 - a) Behavioural
- b) Structural
- c) Functional
- d) All of these.

GROUP - B

(Short Answer Type Questions)

Answer any *three* of the following.

 $3 \times 5 = 15$

- 2. Describe value chain analysis as a means of organisational appraisal with reference to porters generic value chain.
- 3. Define Micro and Macro external environment and in this context describe the construction of ETOP.
- 4. State the concept of TOWS analysis and SO strategy.
- 5. Explain the important characteristics of Mission statement.
- 6. What is strategic vision? What does it reflect?

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GROUP - C

(Long Answer Type Questions)

Answer any three of the following.



- 7. Explain the sequential elements of Strategic Management process and the interactive modes as described by Mckinsey's 7's framework.
- 8. Strategic advantage profile is an outcome of the organizational appraisal. Explain the framework for SAP and how it is prepared.
- 9. Explain how the corporate level strategies indicate the choice of direction. In this context discuss the four grand strategies with reference to the various types in each of the strategies.

7 + 8

- 10. A company is having tree SBUs in the business of Durable Domestic Appliances, Industrial Process Control Equipment and Personal Care Products. The contribution to turnover is 45%, 40% and 15% respectively. Market share in the personal care product is declining fast. Market research data indicates a lack of state of the art product is the main reason. The industry growth of the industrial process control product is very high. The company has limited resource in R&D. What factors they should consider to decide in which business they should apply the R&D effort?
- 11. Write short notes on any *two* of the following :
- $2 \times 7\frac{1}{2}$

- i) BCG Matrix
- ii) SWOT Analysis
- iii) Strategic Materials Management
- iv) Ansoff's product Market matrix.