



- 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.



- viii) Corporate Grand strategy includes
- 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 ?



GROUP – C

(Long Answer Type Questions)

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

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 three 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.

