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STRATEGIC MANAGEMENT

SEMESTER - 4



Time : 3 Hours]

[Full Marks : 70

GROUP - A

(Multiple Choice Type Questions)

1. Choose the correct alternatives for any *ten* of the following : 10 ∞ 1 = 10

i) Diversification means

- a) market penetration
- b) market development
- c) product development
- d) both product and market development.

ii) Divestment strategy is another form of

- a) retrenchment strategy
- b) selling shares to another company
- c) buying more shares from the market
- d) privatisation.

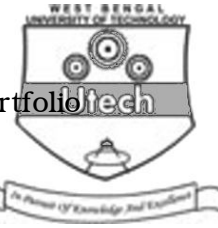
iii) Synergy refers to

- a) maximization of output
- b) maximization of output considering individual inputs
- c) optimum allocation of resources
- d) amalgamation.



iv) ETOP refers to

- a) Environmental Treatment of Organization's Portfolio
- b) Environmental Threat & Opportunity Profiling
- c) Environmental Threat, Operations & Production
- d) None of these.



v) Objective must be

- a) specific
- b) measurable
- c) time bound
- d) all of these.

vi) Core competence is

- a) what the firm used to perform exceedingly well
- b) what the firm does exceedingly well
- c) what the competitors do not do at all
- d) what the competitors do better.

vii) Exit barrier means

- a) obstacles to leaving an industry
- b) existing problems of a particular industry
- c) export of products
- d) none of these.



viii) Turn around strategy involves

- a) activating constantly a sick unit
- b) liquidation strategy
- c) retrenchment strategy
- d) none of these.



ix) Forward integration refers to assuming the role of

- a) the customer
- b) the supplier
- c) the competitor
- d) all of these.

x) Strategic leadership is primarily the

- a) same as operational leadership
- b) responsibility of the marketing head of an organization
- c) responsibility of the finance head of an organization
- d) responsibility of the top management of an organization.

xi) Horizontal merger takes place

- a) when a firm acquires other firms in unrelated business
- b) when a firm acquires other firms in related business
- c) when a firm acquires technology of other firms in unrelated business
- d) none of these.



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GROUP – B

(Short Answer Type Questions)

Answer any *three* of the following.



3 ∞ 5 = 15

2. Define corporate planning. What are its objectives ? 2 + 3
3. Define the concept of ETOP & SAP.
4. How do you analyse Ansoff's product-market matrix ?
5. State the difference between strategic intent & strategic posture.
6. Define the concept of value chain analysis.

GROUP – C

(Long Answer Type Questions)

Answer any *three* of the following.

3 ∞ 15 = 45

7. a) Highlight the significance of Mckinsey's 7S framework towards achieving synergy of a firm.
b) State the usage of strategic management concept in the functional areas of management like marketing, finance, HR and materials. 5 + 10
8. a) State the significance if external and internal environment towards strategic decision making.
b) Explain the methods for carrying out external and internal environmental analysis. 7 + 8
9. a) State the significance of GE matrix from the point of view of analyzing business portfolio.
b) Explain the SPACE analysis that determines a firm's attitude and approach towards selection of strategy. 7 + 8



10. a) State the significance of strategic evaluation and control process. Use a flowchart to show the control process.



b) Write down the methods used for operational control. 10 + 5

11. Write notes on any *two* of the following : $2 \times 7\frac{1}{2}$

- a) Merger and Amalgamation
- b) Corporate restructuring
- c) Vertical integration
- d) 3 dimensional business definition.

END