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Total Number of Pages: 02

MBA
15MNG401

4th SEMESTER REGULAR EXAMINATION 2016-17
STRATEGIC MANAGEMENT

BRANCH:MBA

Time: 3 Hours

Max Marks: 100

Q. Code:Z454

Answer Question No.1 and 2 which are compulsory and any four from the rest.

The figures in the right hand margin indicate marks.

Q1 Fill up the gaps in the following questions (2x 10)

- a) Developing a vision and mission , identifying an organization's external opportunities and threats , and determining internal strengths and weaknesses are all ----- activities of an organization
Strategy formulation ii) Strategy implementation
iii) Long- range planning iv) Short – range planning
- b) The -----answers the questions" what do we want to become?" whereas ----- answers the question "what is our business?"
Vision; Mission statement ii) Short term objective ; long term objective
iii) Objective; strategy
iv) Goals; objectives
- c) All of these , except _____ are the part of Porter's competitive forces in industry
Potential entry of new competitors
Bargaining power of the suppliers
Development of substitute products
Bargaining power of the unions
- d) _____ is adding new unrelated products or services to the product portfolio of the company
Concentric diversification ii) Conglomerate diversification
iii) Horizontal integration iv) Vertical integration
- e) _____ strategy would be effective when the new products have a counter cyclical sales patterns compared to an organization present products
i) Forward integration ii) Retrenchment
iii) Horizontal diversification iv) Market penetration
- f) In _____ scenario , a joint venture is likely to be more attractive than acquisition
i) Horizontal integration ii) Vertical integration
iii) New market entry iv) Large resource pool
- g) Divestment is a _____ kind of strategy
i) An asset reduction strategy ii) A weakness reduction strategy
iii) A product reduction strategy iv) A cost reduction strategy

- h) Turnaround strategy involve change at _____ level of strategy
 i) Corporate ii) Functional
 iii) Operational iv) All levels
- i) Core competence leads to _____.
 i) Competitive advantage ii) Synergy
 iii) Cost leadership iv) None
- j) _____ is one of the four quadrants of the BCG growth- share Matrix, where a SBU has a small market share in a rapidly growing industry.
 i) Star ii) Cash cow
 iii) Problem child iv) Dog

Q2 Answer briefly the following questions (2x10)

- a) State the competitive forces that a firm faces.
 b) Why a clear strategic intent is desirable?
 c) Write the hierarchical levels of strategic management.
 d) Why does strategic management fail?
 e) Differentiate between conglomerate and concentric diversification.
 f) Outline the hierarchy of strategic management
 g) Why strategic alliances are formed?
 h) Define cash cow.
 i) What is entrepreneurial mode of strategic decisions making?
 j) Name the 7s of Mckinsey 7-S framework.

Q3 Discuss the rationale behind Mergers and Acquisitions. Taking the help of a recent M & A, explain the various issues pertaining to the same. (15)

Q4 Discuss the importance and relevance of Business portfolio management. With a schematic diagram explain GE nine cell matrix. (15)

Q5 How strategic management process can be carried out smoothly? Discuss the steps involved in it. (15)

Q6 With a schematic diagram explain value chain analysis. Enumerate the various steps involved in it. (15)

Q7 Explain the barriers to strategic evaluation process. How that can be overcome? Discuss a few controlling techniques frequently used in the sphere of strategic management. (15)

Q8 Write short notes on- (any three) (5x3)

- a) Balance score card
 b) Competitive advantage
 c) Joint venture
 d) Diversification