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Total number of printed pages – 2

MBA
MBA 402

Fourth Semester Examination – 2013

STRATEGIC MANGEMENT

QUESTION CODE : A 416

Full Marks – 70

Time : 3 Hours

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

The figures in the right-hand margin indicate marks.

1. Answer briefly the following questions : 2 × 10
- (a) What is strategic intent ?
 - (b) Define cash cow.
 - (c) Why strategic alliances are formed ?
 - (d) What is competitive advantage ?
 - (e) Differentiate between vision and mission.
 - (f) Write the hierarchical levels of strategic management.
 - (g) What is Conglomerate diversification ?
 - (h) Define SBU.
 - (i) What is de-merger ?
 - (j) What is cost leadership ?
- 2 Stylex Textile Pvt Ltd. is a vertically integrated textile manufacturer, covering value chain operations ranging from spinning, weaving, and processing to finished readymade garments. It consolidated its core business of textiles and divested its non-related businesses of steel, oil, and soap and integrated forward into retailing. All this required embarking on an expansion strategy through integration, added focus in internationalization and future diversification into the related field of textile e-commerce.

P.T.O.

For putting its integration strategy into action an expenditure of about Rs. 800 crores has to be incurred. The finance for putting strategies into action is sourced through long term loan, foreign currency, convertible bonds and internal accruals.

Critically analyze and comment on the corporate strategy adopted by STPL- that is exiting from non-core businesses and focusing on textiles only through forward integration. 10

3. Describe the strategic management process. What mechanism would you suggest so that the right strategic plan is formulated ? 10
4. Discuss McKinsey's 7-S framework, highlighting its importance and scope in corporate strategy. 10
5. Why strategic evaluation and control is carried out ? Discuss a few controlling techniques frequently used in the sphere of strategic management. 10
6. Explain BCG matrix, highlighting its importance as well as its limitations if any. 10
7. Why SAP and ETOP analysis is done ? Discuss the environmental scanning process, taking into account both external and internal environment. 10
8. Write short notes on : 5×2
 - (a) Diversification
 - (b) Amalgamation