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Total Number of Pages : 03

**MBA**  
**15MNG401**

**4<sup>th</sup> Semester Regular / Back Examination 2017-18**  
**STRATEGIC MANAGEMENT**  
**BRANCH : MBA**  
**Time : 3 Hours**  
**Max Marks : 100**  
**Q.CODE : C126**

**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 in the Blanks : (2 x 10)**

- a) ABC Corp. is centering on the objective of low cost, high quality, on time production by curtailing idle productive facilities and workers. The ABC corp. is taking advantage of a -----system.
- i) JIT
  - ii) LIFO
  - iii) FIFO
  - iv) Highly mechanized
- b) The "balanced scorecard "supplies top managers with a -----view of business.
- i) Long term financial
  - ii) Detailed and complex
  - iii) Simple and routine
  - iv) Comprehensive
- c) When a company controls and integrates more than one stage of the supply chain, is known as ----- integration.
- i) Vertical integration
  - ii) Horizontal integration
  - iii) Conglomerate integration
  - iv) None of the above
- d) In BCG matrix, the cell representing high industry growth rate with low relative market share is known as -----
- i) Star
  - ii) Cash cow
  - iii) Problem child
  - iv) Dog
- e) ----- is adding new unrelated products or services to the present product portfolio.
- i) Concentric diversification
  - ii) Conglomerate diversification\
  - iii) Horizontal diversification
  - iv) Vertical diversification

f) Arrangement where one party gives another party the rights to use its trademark as well as shares technical know-how to operate business and in return takes royalty is known as -----.

- i) Franchising
- ii) Outsourcing
- iii) Retailing
- iv) None of the above

g) A firm outsources many of its value chain activities compared to a firm that does everything in-house, this is likely to incur-----

- i) High transaction cost, lower control
- ii) Higher transaction cost, higher control
- iii) Lower transaction cost, higher control
- iv) Lower transaction cost, lower control

h) Strategic alliances are formed to gain-----.

- i) Competitive advantage
- ii) Synergy
- iii) Exchange of technical know-how
- iv) All the above

i) Porter's generic strategy encompasses-----

- i) Low price, differentiation, focus
- ii) Cost leadership, differentiation, focus
- iii) Price leadership, differentiation, focus
- iv) None of the above

j) ----- is a type of strategic control.

- i) Premise control
- ii) Inventory control
- iii) Budgetary control
- iv) Quality control

**Q2 Answer the following questions : (2 x 10)**

- a) What do you understand by strategic intent?
- b) What problems can an imprecise and unclear mission create for an organization?
- c) Why strategic alliances are formed?
- d) Propose the factors to be taken into account while setting objectives.
- e) What do you mean by implementation control?
- f) Write the hierarchical levels of strategic management.
- g) State the two dimensions used to build a GE nine cell matrix?
- h) How core competence leads to competitive advantage?
- i) What do you mean by consolidation?
- j) What is cost leadership?

**Q3 Discuss the conditions under which joint ventures are created, what strategic issues are involved and the benefits and drawbacks in joint venture. (15)**

**Q4** A bank wishes to review its marketing plans and policies in order to make them compatible with its business strategy of focused differentiation on corporate customers and high net worth individuals in urban centres in India. Suggest the major elements of the marketing plans and policies the bank should consider implementing. **(15)**

**Q5** With the help of a schematic diagram explain the various components of a Value chain Analysis in detail. **(15)**

**Q6** Why strategic evaluation is important to organizations? What types of barriers are commonly faced during evaluation? Discuss a few strategic control techniques usually adopted by corporate. **(15)**

**Q7** Outline the prime objectives behind Business Portfolio management. Discuss GE nine cell matrix with a schematic diagram. **(15)**

**Q8** Write short notes on any TWO : **(5 x 3)**

- a) Vertical integration
- b) Mckinsey 7-s Framework
- c) Franchising