

**MBA + MBATM
(SEM III) THEORY EXAMINATION 2022-23
STRATEGIC MANAGEMENT**

Total Marks: 100

Time: 3 Hours

Note: Attempt all Sections. If require any missing data; then choose suitably.

SECTION A

2 x 10 = 20

1. **Attempt all questions in brief.**
 - a. Define Strategic Management.
 - b. Describe different levels of strategy.
 - c. Differentiate between concentric and conglomerate diversification.
 - d. Briefly describe the Resource Based View (RBV) Analysis.
 - e. Briefly describe Value Chain and its importance in strategic management?
 - f. Discuss functional strategies.
 - g. Describe Stages of Corporate Development.
 - h. What is McKinsey's 7'S framework?
 - i. Briefly explain benchmarking.
 - j. Discuss Strategic Audit.

SECTION B

10 x 3 = 30

2. **Attempt any three of the following:**
 - a. Explain the concept of Strategic Decision Making. Discuss the strategic decision making process with suitable example.
 - b. Why environmental scanning is needed for Business organisations? As a manager, which factors will you need to consider for environmental scanning?
 - c. Compare the stability and expansion strategies. Under what circumstances is turnaround strategy expected to be successful? When divestment strategy likely to be better than turnaround strategy?
 - d. "A well formulated strategy can also miserably fail if it is not implemented efficiently". Comment and also state the importance of leaders in strategy implementation.
 - e. What is strategic control? Discuss the process and importance of strategic control.

SECTION C

10 x 1 = 10

3. **Attempt any one part of the following:**
 - a. Define Strategy. Why do organisations need strategies?
 - b. What do you mean by 'Strategic Management Process'? Explain the various steps that include in the Strategic Management Process.

10 x 1 = 10

4. **Attempt any one part of the following:**
 - a. Bring out the difference between Vision and Mission with the help of suitable examples. What are the elements and characteristics of good Mission statements?
 - b. How will you interpret Michel Porter's five forces model for the purpose of determining industry attractiveness? Also discuss in brief the pros and cons of differentiation strategy.

10 x 1 = 10

5. **Attempt any one part of the following:**
 - a. What is a Strategic Alliance? What are the reasons for a company to form a Strategic Alliance?
 - b. What are the conditions, risks and benefits of Cost Leadership, Differentiation and Focus strategies? Is it possible for a company to follow a cost leadership, differentiation and focus

strategies simultaneously? Why or why not?

10 x 1 = 10

6. **Attempt any *one* part of the following:**

- a. What do you mean by strategic Implementation? Write role of organizational leadership in strategy implementation.
- b. What is the use of GE Nine Cell planning grid? Taking example of a corporate house, apply the GE Nine Cell analysis.

7. **Attempt any *one* part of the following:**

10 x 1 = 10

- a. Discuss the Balance Score Card. Outline the four perspectives of the balance Score card.
- b. Write note on- a) Primary measures of corporate performance b) Types of controls

downloaded from
StudentSuvidha.com