

Seat No. : _____

MN-110

March-2019

B.B.A., Sem.-VI

CC-310 : Strategic Management

Time : 2.30 Hours]

[Max. Marks : 70

1. (A) (1) List down all the steps of strategic management process. Discuss "Strategy Implementation" step of strategic management process in detail. 7
(2) Define Mission Statement. What are its characteristics ? 7
OR
(1) Describe the various levels of strategy along- with their characteristics. 7
(2) Define Vision Statement. What are its characteristics ? 7
- (B) State whether the following statements are True or False: (Any Four) 4
(1) The terms strategic management and strategy implementation are synonymous. 1
(2) Creation of employment opportunities is included in the legal component of "PESTEL ANALYSIS". 1
(3) During Formulation stage of strategic management, firm's specific internal strengths and weaknesses are determined. 1
(4) Mission is the description of something an organization, a corporate culture, a business, a technology, an activity in the future. 1
(5) The hierarchy of Strategic fit lays the foundation for the strategic management of any organisation. 1
(6) The idea of stretch is diametrically opposite to the idea of leverage in Strategic intent. 1
2. (A) (1) Define the concept of Environment. Discuss the various approaches to environmental scanning. 7
(2) Explain the acronym "PESTEL" in detail. 7
OR
(1) Describe the various sectors of environment. 7
(2) Explain in detail the acronym "SWOT ANALYSIS". 7
- (B) State whether the following statements are True or False : (Any Four) 4
(1) Financial capability factors relate to the availability, usages and management of funds and all allied aspects that have a bearing on an organisation's capacity and ability to implement its strategies. 1
(2) Opportunity is an unfavourable condition in the organisation's environment which creates a risk for or causes damage to, the organization. 1
(3) The 'Regulatory Environment' consists of factors related to the groups and other organizations that compete with and have an impact on an organisation's markets and business. 1

- (4) Dysergy is an idea that the whole is greater or lesser than the sum of its parts.
- (5) Competency and distinctive competency is one and the same.
- (6) Economies of scale in production and sale of products leads to lower costs for the existing firm.

3. (A) (1) Write on any two of the following: 7
- (i) Organisational resources
 - (ii) Organisational Capabilities
 - (iii) Competencies
 - (iv) Competitive Advantage
- (2) Examine how Ansoff Model is helpful to organizations. 7
- OR
- (1) What is Value Chain ? Discuss Primary and Support activities within value chain by giving the example of any industry / company. 7
- (2) What is BCG Model ? Discuss in detail. 7
- (B) State whether the following statements are True or False: (Any Three)
- (1) In the BCG (Boston Consulting Group) Matrix, a business that has a low market share in an industry set apart by high market growth is termed as Question mark.
 - (2) A company can be said to have competitive advantage if it has a different value chain than rivals.
 - (3) Product development involves selling more products to the same market.
 - (4) Reputation in the context of an organization's resources can provide competitive advantage because it is a threshold resource.
 - (5) Organizational resources include employee training.
4. (A) (1) Explain the Vertical integration strategy with example. 7
- (2) Discuss the benefits of related diversification strategy. 7
- OR
- (1) Enumerate the advantages of Concentration strategy. 7
- (2) What do you understand by cost leadership strategy ? 7
- (B) State whether the following statements are True or False: (Any Three)
- (1) Diversification is an attractive strategy for a dog division under BCG Analysis.
 - (2) The bargaining power of the suppliers constitutes the ability of the buyers individually or collectively, to force a reduction in prices of product or services.
 - (3) Exit barriers restrict the firms in an industry and prevent them from leaving, even though the returns might be low or sometimes even be negative.
 - (4) Market followers are organizations that have the largest market share in the relevant product market usually lead the industry in several aspects.
 - (5) Integration involves total or partial withdrawal from a customer group, customer function, or use of an alternative technology in one or more of a firm's businesses.