

Roll No.

Total No. of Pages : 05

Total No. of Questions : 14

**MBA (Sem.-4)**  
**STRATEGIC MANAGEMENT**  
Subject Code : MBA-401  
Paper ID : B0216

Time : 3 Hrs.

Max. Marks : 75

**INSTRUCTIONS TO CANDIDATES :**

1. SECTION-A will be compulsory and have 20 questions of 1 mark each.
2. SECTION-B will have 8 short answer type questions of 5 marks each, out of which candidate will have to attempt any 5.
3. SECTION-C will have 5 long answer type questions of 10 marks each, out of which candidate will have to attempt any 3.

**SECTION-A**

**1. Multiple Choice Questions :**

- A. What are the means via which long term objectives can be achieved
- a) Planning
  - b) Strategy
  - c) Strength
  - d) Weaknesses
- B. In strategic thinking, how long is the long term, approximately?
- a) A week to a month
  - b) 1 to 12 months
  - c) 1 to 5 years
  - d) More than 5 years
  - e) None of these
- C. The marketing strategy emphasizes price as the key to good value; operations runs with tight cost control; development focuses on cost reduction. Which of Porter's competitive strategies is illustrated here?
- a) Cost focus
  - b) Differentiation
  - c) Differentiation focus
  - d) Divisionalisation
  - e) Cost leadership

- D. To find out what an organization's strategy is, you should:
- a) Read the mission statement
  - b) Look at what the organization actually does
  - c) Read the strategic plan
  - d) Ask the CEO
- E. Which of the following statements is not true when describing a successful strategy?
- a) It provides some property that is unique or distinctive
  - b) It provides the means for renewing competitive advantage
  - c) It addresses changes in the external environment
  - d) It guarantees long term survival
- F. In the context of strategic management, stakeholders can be defined as:
- a) An individual or group with a financial stake in the organization
  - b) An external individual or group that is able to impose constraints on the organization
  - c) Internal groups or individuals that are able to influence strategic direction of the organization
  - d) An individual or group with an interest in the organization's activities and who seeks to influence them
- G. In the case where an organization acquires its supplier, this is an example of:
- a) Horizontal integration
  - b) Forwards vertical integration
  - c) Backwards vertical integration
  - d) Downstream vertical integration
- H. Knowledge which is difficult to define and codify is known as :
- a) Explicit
  - b) Tangible
  - c) Tacit
  - d) Random
- I. Competitive advantage based on the creation of opportunities using internal resources is characterized by which approach/view?
- a) The positioning approach
  - b) The outside-in approach
  - c) The resource-based view
  - d) The knowledge-management approach

- J. A strategic manager that seeks to reach acceptable profit targets as opposed to making as much profit as possible is making decisions of which type?
- a) Satisfactory
  - b) Satisficing
  - c) Irrational
  - d) Optimal
- K. 'Reputation' in the context of an organization's resources can provide competitive advantage because :
- a) It is difficult to copy
  - b) It is based on word-of-mouth
  - c) It is a threshold resource
  - d) It is explicit
- L. A strategic decision can be distinguished from other types of decisions by three factors, these are magnitude, time-scale and :
- a) Commitment
  - b) Riskiness
  - c) Impact
  - d) Longevity
- M. Influence' is defined as the ability to ..... someone to something they would not otherwise have done.
- a) Intimidate
  - b) Force
  - c) Order
  - d) Persuade
- N. The authors believe there are three tests that can be applied to judge whether a strategy is 'good'. These are :
- a) Fit, distinctiveness, sustainability
  - b) Fit, internal resources, external environment
  - c) Distinctiveness, internal resources, fit
  - d) Sustainability, distinctiveness, external environment
- O. Diversification into many unrelated areas is an example of :
- a) Risk management
  - b) Good management
  - c) Uncertainty reduction
  - d) Sustainability

- P. According to Porter, dealing with the paradox of premature commitment versus not enough commitment involves some kind of:
- a) Trade-off
  - b) Lock-in
  - c) Lock-out
  - d) Diversification
- Q. Corporate governance is concerned with :
- a) Executive remuneration, disclosure of information, auditing and accounting procedures, and organizations' management structures
  - b) Elections to the board of directors
  - c) Relationships with national governments
  - d) Corporate-level strategy
- R. In terms of the PESTLE analysis, the liberalizing of international trade and tariff regimes could go in which section or sections?
- a) Political
  - b) Legal
  - c) Political and economic and legal
  - d) Political and environmental
- S. Typically, profits are highest in which stage of the industry life-cycle?
- a) Introduction
  - b) Growth
  - c) Maturity
  - d) Decline
- T. Which of the following industries is least likely to follow the conventional life-cycle model?
- a) Software development
  - b) Coal mining
  - c) Insurance broking
  - d) Hairdressing

## SECTION-B

2. Discuss the need for defining strategic intent through vision & mission statements.
3. Discuss different approaches of strategy gurus on doing competitive analysis.
4. Elaborate the methods of internal and external environment scanning towards building grand matrix.

5. What are Various Stages and Components of Strategy? Discuss competitive forces in Porter's model.
6. How Concept of Synergy affects Corporate Restructuring. Give examples.
7. Write detailed notes on :
  - a) Business Process Reengineering
  - b) PESTLE
8. How does technology, strategy and organisation structure affect corporate culture?
9. What are the various issues involved in strategic implementation?

### SECTION-C

10. What do you understand by strategic process? Explain the various steps of strategic process.
11. Discuss corporate governance. Discuss the role of board of directors citing industry examples.
12. Write notes on :
  - a) BCG matrix
  - b) ETOP model
13. What are various types of generic strategies? Give examples of organizations using these strategies.
14. Discuss the role of leadership in strategic management.

**NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.**