

Enrollment No.....



Faculty of Engineering
End Sem (Odd) Examination Dec-2022
OE00078 Business Strategy

Programme: B.Tech.

Branch/Specialisation: CSBS

Duration: 3 Hrs.**Maximum Marks: 60**

Note: All questions are compulsory. Internal choices, if any, are indicated. Answers of Q.1 (MCQs) should be written in full instead of only a, b, c or d.

- Q.1 i. Who is called the father of strategic management? 1
 (a) Chandler (b) Igor Ansoff
 (c) Michael Porter (d) John Nash
- ii. Hierarchy of Strategic Intent- 1
 (a) Vision > Mission > Goals > Objectives > Plans
 (b) Mission > Vision > Goals > Objectives > Plans
 (c) Plans > Vision > Mission > Goals > Objectives
 (d) Goals > Vision > Mission > Objectives > Plans
- iii. What are core competencies? 1
 (a) Resources which critically underpin competitive advantage and that others cannot obtain
 (b) Activities and processes needed to meet customers' minimum requirements and therefore to continue to exist.
 (c) Key skills required for success in a particular business
 (d) Activities that underpin competitive advantage and are difficult for competitors to imitate or obtain
- iv. Walmart is an example of a company with a sustainable competitive advantage because of _____. 1
 (a) Higher profits than competitors for many years
 (b) Distribution strategies in stores receiving goods quickly
 (c) Pricing strategies that competitors struggle to meet
 (d) All of these
- v. Business strategy(s) applied in the growth stage of Industry Life Cycle is/are- 1
 (a) Cost Leadership (b) Differentiation
 (c) Focus (d) All of these

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- vi. The competitive advantage in the form of human capital of organization is considered as- **1**
 (a) Strategic HRM (b) Workforce management
 (c) Effective management (d) Efficiency management
- vii. What is the most important criterion for selecting an alliance partner? **1**
 (a) Alliance partner must help the company towards a competitive advantage
 (b) Alliance partner must be a multinational firm with a global market presence
 (c) Alliance partner must come from the same culture
 (d) Alliance partner must have similar assets
- viii. Which of the following is not part of the microenvironment? **1**
 (a) Technology (b) Shareholders
 (c) Competitors (d) Public
- ix. Bad Corporate Governance can cast doubt on company's – **1**
 (a) Reliability (b) Integrity (c) Financial health (d) All of these
- x. _____ focuses on whether the strategy is being implemented as planned and the results produced are those intended. **1**
 (a) Strategic analysis (b) Strategic control
 (b) Strategic formulation (d) Strategic implementation
- Q.2 i. Define strategic management. **2**
 ii. Elaborate configuration perspective in strategic management. **3**
 iii. Define Mission. Mention the characteristics of a good mission statement. State the problem faced by an organisation due to vague mission statement. **5**
- OR iv. Explain various schools of thought used in strategic management. **5**
- Q.3 i. Define core competencies with example. **2**
 ii. What is sustainable competitive advantage? Explain the sources of sustainable competitive advantage. **8**
- OR iii. Explain in detail "Capability based Approach" to strategy. **8**
- Q.4 i. Write a note on the concept of strategic groups. **3**
 ii. Explain Porter's five force model by taking a company into consideration. Explain it practically. **7**

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- OR iii. Quality is a strategy that can be embedded into the three generic strategies. For each of the three generic strategies (cost, differentiation and focus), provide a company example and explain how they are implementing that strategy with quality. **7**
- Q.5 Describe BCG Matrix with diagram and its application. **4**
 What do you mean by Integration and Diversification Strategy? What are the types of diversification? What are the issues associated with the adoption of the diversification? **6**
- OR Write a detail note on strategic alliance, joint venture and merger with their merits and demerits. **6**
- Q.6 Attempt any two:
 i. Explain in detail McKinsey 7-S Model. Also suggest the utility of this model. **5**
 ii. Write a descriptive note on the nature and importance of strategic evaluation. **5**
 iii. Define strategic control. Discuss the steps involved in the process of strategic control. **5**

Marking Scheme
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Q.1	i)	b. Igor Ansoff	1
	ii)	a. i) Vision > Mission > Goals > Objectives > Plans	1
	iii)	d. Activities that underpin competitive advantage and are difficult for competitors to imitate or obtain	1
	iv)	c. pricing strategies that competitors struggle to meet	1
	v)	d. All of the above	1
	vi)	a. Strategic HRM	1
	vii)	a. Alliance partner must help the company towards a competitive advantage.	1
	viii)	a. Technology	1
	ix)	d. All of the above	1
	x)	(b) Strategic control	1
Q.2	i.	Define Strategic Management? Definition - 2 Marks	2
	ii.	Elaborate Configuration Perspective in strategic management. Diagram - 1 Mark Elaboration - 2 Marks	3
	iii.	Define Mission; mention the characteristics of a good mission statement. State the problem faced by an organisation due to vague mission statement. Definition - 1 Mark List of Characteristics -2 Marks Problem encounters due to unclear mission - 2 Marks	5
OR	iv.	Explain various school of thoughts used in strategy formulation. Each school of thought -0.5 Marks	5
Q.3	i.	Define core competencies with example. Definition - 1 Mark Example - 1 Mark	2
	ii.	What is sustainable competitive advantage? Explain the sources of sustainable competitive advantage. Meaning of Sustainable competitive advantage -2 Marks Each Source of sustainable competitive advantage -0.5 Marks	8

OR	iii.	Explain in detail “Capability based Approach” to strategy. Meaning - 2 Marks Example - 1 Marks Description - 5 Marks	8
Q.4	i.	Write a note on the concept of strategic groups. Definition - 1 Mark Meaning - 2 Marks	3
	ii.	Explain Porter’s five force model. By taking a company into consideration explain it practically. Model-Diagram -1 Mark Model’s Explanation -1 Mark Practical Example -5 Mark	7
OR	iii.	Quality is a strategy that can be embedded into the three generic strategies. For each of the three generic strategies (cost, differentiation and focus), provide a company example and explain how they are implementing that strategy with quality. Model of Generic Strategy -1 Mark Name of Company with each strategy -2 Marks Process of Implementation -4 Marks	7
Q.5	i.	Describe BCG Matrix with diagram and its application. Diagram -1 Mark Meaning -1 Mark Area of Application -2 Mark	4
	ii.	What do you mean by Integration and Diversification Strategy? What are the types of diversification? What are the issues associated with the adoption of the diversification? Integration Strategy Meaning -1 Mark Diversification Strategy Meaning -1 Mark Type of Diversification -2 Marks Challenges associated with diversification -2 Marks	6
OR	iii.	Write a detail note on Strategic Alliance, Joint Venture and Merger with their merits and demerits. Strategic Alliance with their merits and demerits. – 2 Marks Joint Venture with their merits and demerits. – 2 Marks Merger with their merits and demerits. – 2 Marks	6
Q.6		Attempt any two:	

	i.	Explain in detail McKinsey 7-S Model. Also suggest the utility of this model. Diagram -1 Mark Explain Model - 3 Marks Utility of the Model -1 Mark	5
	ii.	Write a descriptive note on the nature and importance of strategic evaluation. Meaning of strategic evaluation. -1 Mark Nature of strategic evaluation. -2 Mark importance of strategic evaluation. -2 Marks	5
	iii.	Define strategic control and discuss the steps involved in the process of strategic control. Strategic Control - 1 Mark Process of Strategic Control - 4 Marks	5
