

Total No. of Questions: 6

Total No. of Printed Pages: 3

Enrollment No.....



Faculty of Engineering  
End Sem Examination Dec 2024  
OE00090 Business Strategy  
Programme: B.Tech. Branch/Specialisation: All  
**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. Assume suitable data if necessary. Notations and symbols have their usual meaning.

	Marks	BL	CO	PO	PSO
Q.1 i. Father of strategic management-	<b>1</b>	1	1	11	2
(a) Chandler (b) Igor Ansoff					
(c) Michael Porter (d) John Nash					
ii. Which amongst the following is Hierarchy of Strategic Intent?	<b>1</b>	1	1	11	2
I. Vision > Mission > Goals > Objectives > Plans					
II. Mission > Vision > Goals > Objectives > Plans					
III. Plans > Vision > Mission > Goals > Objectives					
IV. Goals > Vision > Mission > Objectives > Plans					
(a) I (b) II (c) III (d) IV					
iii. Competitive advantage can be best described as-	<b>1</b>	1	2	11	2
(a) Increased efficiency					
(b) What sets an organisation apart					
(c) A strength					
(d) Intangible resources					
iv. The corporate level is where top management directs-	<b>1</b>	1	2	11	2
(a) All employees for orientation					
(b) Its efforts to stabilise recruitment needs					
(c) Overall strategy for the entire organisation					
(d) Overall sales projections					

\* \* \* \*

## Marking Scheme

	OE00090 (T) Business Strategy (T)		
Q.1	i) <b>Father of strategic management?</b>  (b) Igor Ansoff	1	
	ii) Which amongst the following is Hierarchy of Strategic Intent:  (a) i	1	
	iii) Competitive advantage can be best described as  (a) Increased efficiency	1	
	iv) The corporate level is where top management directs  (c) Overall strategy for the entire organisation	1	
	v) Porter's Five Forces are Threat of new entrants, Bargaining power of buyers, Bargaining power of suppliers, ..... and Competitive rivalry.  (a) Threat of new substitutes	1	
	vi) The four phases of the industry life cycle are the introduction, growth, ....., and decline.  (b) Maturity	1	
	vii) In which of the following scenarios is a joint venture likely to be more attractive than acquisition?  (a) Horizontal integration	1	
	viii) McDonalds is deciding whether to expand into manufacturing kitchen equipment in China. At what level is this decision likely to be made?  (b) Corporate	1	
	ix) McKinsey 7-S Model is an interaction of seven key elements: structure, strategy, system, shared values, skill, ..... & .....  a) Style & Staff	1	
x)	The Four P's of Corporate Governance are: People, ....., Process, and Performance:  (b) Purpose	1	
			Q.2
			i. Define Strategic Management. <span style="float: right;">2</span>
			ii. Write the meaning of Vision, Mission and Objectives in the context of Strategic Management. <span style="float: right;">3</span>
			iii. Explain the school of thought given by Henry Mintzberg for defining organisational strategy. <span style="float: right;">5 point 1 mark each</span>
			OR iv. Describe the process of Strategic Management highlighting the 'Strategic Fit' concept to achieve the organisational vision. <span style="float: right;">5 point 1 mark each</span>
			.
			Q.3
			i. What do you mean by Core Competence in an organisational setting? <span style="float: right;">3</span>
			ii. Write the concept of "Competitive Advantage", Explain the Sources of Sustained Competitive Advantage. (2+5) <span style="float: right;">7</span>
			OR iii. Explain the Processes and Capabilities-based Approach to frame effective Strategies. (3+4) <span style="float: right;">7</span>
			Q.4
			i. What do you understand by 'Generic Strategies'. <span style="float: right;">3</span>
			ii. Explain Porters Forces of Industry Attractiveness that Shape Strategy. (5+2) <span style="float: right;">7</span>
			OR iii. Explain the different phases of Industry Life Cycle with example. <span style="float: right;">7</span>
			<b>5 point 5 marks / 2 mark for example</b>
			Q.5
			i. Write a brief note on "Motive for Diversification" in the context of corporate strategy. <span style="float: right;">3</span>
			ii. Define & Differentiate Mergers and Joint Ventures with suitable example. (2+5) <span style="float: right;">7</span>
			OR iii. Explain BCG Matrix and its role in framing corporate strategy. <span style="float: right;">7</span>
			Q.6
			i. Define Corporate Governance. <span style="float: right;">2</span>
			ii. Write a detailed note on McKinsey 7-S Model and its utility as a part of strategy implementation. <span style="float: right;">8</span>
			iii. Explain strategy control and evaluation process with example. <span style="float: right;">8</span>

\*\*\*\*\*

[2]

[3]