

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-	1	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?	1	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-	1	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-	1	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					

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- v. Porter's five forces are threat of new entrants, bargaining power of buyers, bargaining power of suppliers, _____ and competitive rivalry. **1** 1 3 11 2
 (a) Threat of new substitutes
 (b) Threat of new entrants
 (c) Threat of competitors
 (d) Threat of suppliers
- vi. The four phases of the industry life cycle are the introduction, growth, _____ and decline. **1** 1 3 11 2
 (a) Satisfaction
 (b) Maturity
 (c) Saturation
 (d) None of these
- vii. In which of the following scenarios is a joint venture likely to be more attractive than acquisition? **1** 1 4 11 2
 (a) Horizontal integration
 (b) Vertical integration
 (c) New market entry
 (d) Larger resource pool
- viii. McDonalds is deciding whether to expand into manufacturing kitchen equipment in China. At what level is this decision likely to be made? **1** 1 4 11 2
 (a) Business
 (b) Corporate
 (c) Functional
 (d) International
- ix. McKinsey 7-S Model is an interaction of seven key elements: structure, strategy, system, shared values, skill, _____ & _____. **1** 1 5 11 2
 (a) Style & Staff
 (b) Support & Staff
 (c) Staff & Service
 (d) Staff & Self Discipline
- x. The Four P's of corporate governance are- people, _____ process, and performance. **1** 1 5 11 2
 (a) Perseverance (b) Purpose
 (c) Profit (d) Product

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- Q.2 i. Define strategic management. **2** 2 1 11 2
 ii. Write the meaning of vision, mission and objectives in the context of strategic management. **3** 2 1 11 2
 iii. Explain the school of thought given by Henry Mintzberg for defining organisational strategy. **5** 2 1 11 2
 OR iv. Describe the process of strategic management highlighting the 'Strategic Fit' concept to achieve the organisational vision. **5** 2 1 11 2
- Q.3 i. What do you mean by core competence in an organisational setting? **3** 3 2 11 2
 ii. Write the concept of "Competitive Advantage", Explain the sources of sustained competitive advantage. **7** 2 2 11 2
 OR iii. Explain the processes and capabilities-based approach to frame effective strategies. **7** 2 2 11 2
- Q.4 i. What do you understand by 'Generic Strategies'? **3** 2 3 11 2
 ii. Explain Porters forces of industry attractiveness that shape strategy. **7** 2 3 11 2
 OR iii. Explain the different phases of industry life cycle with example. **7** 2 3 11 2
- Q.5 i. Write a brief note on "Motive for Diversification" in the context of corporate strategy. **3** 3 4 11 2
 ii. Define & differentiate mergers and joint ventures with suitable example. **7** 2 4 11 2
 OR iii. Explain BCG matrix and its role in framing corporate strategy. **7** 3 4 11 2
- Q.6 i. Define corporate governance. **2** 2 5 11 2
 ii. Write a detailed note on McKinsey 7-S model and its utility as a part of strategy implementation. **8** 2 5 11 2
 OR iii. Explain strategy control and evaluation process with example. **8** 2 5 11 2

Marking Scheme

OE00090 (T) Business Strategy (T)

Q.1	i)	Father of strategic management?	1	Q.2	i.	Define Strategic Management.	2
		(b) Igor Ansoff			ii.	Write the meaning of Vision, Mission and Objectives in the context of Strategic Management. 3 point 1 mark each	3
	ii)	Which amongst the following is Hierarchy of Strategic Intent:	1		iii.	Explain the school of thought given by Henry Mintzberg for defining organisational strategy. . 5 point 1 mark each	5
		(a) i			OR	iv.	Describe the process of Strategic Management highlighting the 'Strategic Fit' concept to achieve the organisational vision. 5 point 1 mark each
	iii)	Competitive advantage can be best described as	1	Q.3	i.	What do you mean by Core Competence in an organisational setting?	3
		(a) Increased efficiency			ii.	Write the concept of "Competitive Advantage", Explain the Sources of Sustained Competitive Advantage. (2+5)	7
	iv)	The corporate level is where top management directs	1		OR	iii.	Explain the Processes and Capabilities-based Approach to frame effective Strategies. (3+4)
		(c) Overall strategy for the entire organisation					
	v)	Porter's Five Forces are Threat of new entrants, Bargaining power of buyers, Bargaining power of suppliers, and Competitive rivalry.	1	Q.4	i.	What do you understand by 'Generic Strategies'.	3
		(a) Threat of new substitutes			ii.	Explain Porters Forces of Industry Attractiveness that Shape Strategy. (5+2)	7
	vi)	The four phases of the industry life cycle are the introduction, growth,, and decline.	1		OR	iii.	Explain the different phases of Industry Life Cycle with example. 5 point 5 marks / 2 mark for example
		(b) Maturity		Q.5	i.	Write a brief note on "Motive for Diversification" in the context of corporate strategy.	3
	vii)	In which of the following scenarios is a joint venture likely to be more attractive than acquisition?	1		ii.	Define & Differentiate Mergers and Joint Ventures with suitable example. (2+5)	7
		(a) Horizontal integration			OR	iii.	Explain BCG Matrix and its role in framing corporate strategy.
	viii)	McDonalds is deciding whether to expand into manufacturing kitchen equipment in China. At what level is this decision likely to be made?	1				
		(b) Corporate		Q.6	i.	Define Corporate Governance.	2
	ix)	McKinsey 7-S Model is an interaction of seven key elements: structure, strategy, system, shared values, skill, &	1		ii.	Write a detailed note on McKinsey 7-S Model and its utility as a part of strategy implementation.	8
		a) Style & Staff			iii.	Explain strategy control and evaluation process with example.	8
	x)	The Four P's of Corporate Governance are: People,, Process, and Performance:	1				
		(b) Purpose					

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