



Name : .....

Roll No. : .....

Invigilator's Signature : .....

**CS/MBA/SEM-4 (FT & PT)/MB-402/2013**

**2013**

**STRATEGIC MANAGEMENT**

*Time Allotted : 3 Hours*

*Full Marks : 70*

*The figures in the margin indicate full marks.*

*Candidates are required to give their answers in their own words  
as far as practicable.*

**GROUP – A**

**( Multiple Choice Type Questions )**

1. Choose the correct alternatives for any *ten* of the following :

10 × 1 = 10

- i) The primary goal of Strategic Management is to increase
  - a) the level of employee motivation
  - b) the quality of managerial decision
  - c) to ensure corporate social responsibility
  - d) to maximize shareholder's wealth.



- ii) The marketing strategy emphasises price as the key to good value; operations run with tight cost control; development focuses on cost reduction. Which of Porter's competitive strategies is illustrated here ?
- a) Differentiation focus    b) Cost leadership  
c) Divisionalisation        d) Cost focus.
- iii) Which of the following is not a limitation of SWOT analysis ?
- a) Organizational strength may not lead to competitive advantage  
b) SWOT gives a one-shot view of a moving target  
c) SWOT's focus on external environment is too broad and integrative  
d) SWOT overemphasizes a single dimension strategy.
- iv) The 'balanced scorecard' supplies top managers with a ..... view of business.
- a) long-term financial  
b) detailed and complex  
c) simple and routine  
d) fast but comprehensive.



- v) The 'Dog' cell in BCG Matrix denotes
- a) high growth high market share
  - b) slow growth high cash reserve
  - c) high growth low market share
  - d) slow growth relatively low market share.
- vi) Overall cost leadership is part of
- a) Porter's Generic strategy
  - b) Maslow's Motivational theory
  - c) Druker's Management theory
  - d) none of these.
- vii) Horizontal Merger takes place
- a) when a firm acquires other firm in unrelated business
  - b) when a firm acquires its competitor in related business
  - c) when a firm acquires technology of other firms in unrelated business
  - d) none of these.



- viii) In SWOT analysis strength and weakness are
- a) internal factors                      b) external factors
  - c) environmental factor              d) none of these.
- ix) The term strategic intent in strategic planning was coined by
- a) CK Prahlad                              b) Clayton Christiansen
  - c) Peter F Drucker                      d) Henry Mintzberg.
- x) 'Benchmarking' is a type of research which
- a) compares a company's performance with standards set by selected other organizations
  - b) is based on qualitative feedback from customers who sit on consumer panels (or benches)
  - c) is based on quantitative feedback from customers who sit on consumer panels (or benches)
  - d) is essentially attitudinal in nature.



- xi) What are the questions is addressed by a Mission Statement ?
- a) What do we want to become ?
  - b) What is our business ?
  - c) How much employees should we have ?
  - d) Who do you want to serve ?
- xii) Key performance indicators are used in situations when
- a) objectives cannot easily be expressed in terms of numbers
  - b) targets might be expressed in terms of delivery of a project
  - c) objectives can be established which are supportive or secondary to the organisation's central objectives
  - d) objectives that can be quantified using financial values.

**GROUP – B**

**( Short Answer Type Questions )**

Answer any *three* of the following.  $3 \times 5 = 15$

- 2. State the significance of Porter's five force model in combating intra-industrial competition.
- 3. Differentiate between Mission and Vision statement.
- 4. Discuss the functional areas to be considered for assessing the strengths and weakness of a firm.

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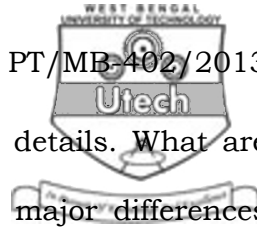
5. Explain Business Process Reengineering.
6. What are the various types of mergers ?
7. Write a short note on a McKinsey's 7-S framework.

**GROUP – C**

**( Long Answer Type Questions )**

Answer any *three* of the following.  $3 \times 15 = 45$

8. a) Explain the concept of Corporate Restructuring.  
b) Explain the process of Corporate Restructuring sighting approximate examples.  
c) State the role of 'Value Chain Analysis' in Corporate Restructuring.  $5 + 7 + 3$
9. a) A multinational FMCG company desires to start its business operation in India. Identify the entry and exit barriers for it.  
b) Discuss the strategic entry options for this multinational.  $5 + 10$
10. a) State the significance of strategic manpower planning in the context of an Indian pharmaceutical firm which has decided to merge with another Indian healthcare firm.  
b) State the significance of BCG matrix to a firm who has decided to expand its product line.  $8 + 7$



11. What is Balanced Scorecard ? Explain in details. What are the critical factors to its success ? What major differences can this strategic tool make post implementation and how can the results be quantified ? Examine critically.
12. Explain the Porters 5 force theory. Explain with a suitable industry example.
13. In the context of Foreign Direct Investment (FDI) in retail sector, conduct a SWOT Analysis as regards domestic retail industry in India.

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