

**MBA + MBATM  
(SEM III) THEORY EXAMINATION 2022-23  
STRATEGIC MANAGEMENT**

*Total Marks: 100*

*Time: 3 Hours*

**Note:** Attempt all Sections. If require any missing data; then choose suitably.

**SECTION A**

**2 x 10 = 20**

- 1. Attempt all questions in brief.**
- a. Define Strategic Management.
- b. Describe different levels of strategy.
- c. Differentiate between concentric and conglomerate diversification.
- d. Briefly describe the Resource Based View (RBV) Analysis.
- e. Briefly describe Value Chain and its importance in strategic management?
- f. Discuss functional strategies.
- g. Describe Stages of Corporate Development.
- h. What is McKinsey's 7'S framework?
- i. Briefly explain benchmarking.
- j. Discuss Strategic Audit.

**SECTION B**

**10 x 3 = 30**

- 2. Attempt any three of the following:**
- a. Explain the concept of Strategic Decision Making. Discuss the strategic decision making process with suitable example.
- b. Why environmental scanning is needed for Business organisations? As a manager, which factors will you need to consider for environmental scanning?
- c. Compare the stability and expansion strategies. Under what circumstances is turnaround strategy expected to be successful? When divestment strategy likely to be better than turnaround strategy?
- d. "A well formulated strategy can also miserably fail if it is not implemented efficiently". Comment and also state the importance of leaders in strategy implementation.
- e. What is strategic control? Discuss the process and importance of strategic control.

**SECTION C**

**10 x 1 = 10**

- 3. Attempt any one part of the following:**
- a. Define Strategy. Why do organisations need strategies?
- b. What do you mean by 'Strategic Management Process'? Explain the various steps that include in the Strategic Management Process.

**10 x 1 = 10**

- 4. Attempt any one part of the following:**
  - a. Bring out the difference between Vision and Mission with the help of suitable examples. What are the elements and characteristics of good Mission statements?
  - b. How will you interpret Michel Porter's five forces model for the purpose of determining industry attractiveness? Also discuss in brief the pros and cons of differentiation strategy.
- 10 x 1 = 10**
- 5. Attempt any one part of the following:**
  - a. What is a Strategic Alliance? What are the reasons for a company to form a Strategic Alliance?
  - b. What are the conditions, risks and benefits of Cost Leadership, Differentiation and Focus strategies? Is it possible for a company to follow a cost leadership, differentiation and focus

strategies simultaneously? Why or why not?

6. **Attempt any *one* part of the following:**

**10 x 1 = 10**

- a. What do you mean by strategic Implementation? Write role of organizational leadership in strategy implementation.
- b. What is the use of GE Nine Cell planning grid? Taking example of a corporate house, apply the GE Nine Cell analysis.

7. **Attempt any *one* part of the following:**

**10 x 1 = 10**

- a. Discuss the Balance Score Card. Outline the four perspectives of the balance Score card.
- b. Write note on- a) Primary measures of corporate performance b) Types of controls

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