

(7 pages)

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M.B.A. (CBCS) DEGREE EXAMINATION,
APRIL 2024.

Second Semester

Business Administration — Core

STRATEGIC MANAGEMENT

(For those who joined in July 2023 onwards)

Time : Three hours

Maximum : 75 marks

PART A — (15 × 1 = 15 marks)

Answer ALL questions, choose the correct answer.

1. Strategy is a game plan used for which of the following?
 - (a) To take market position
 - (b) To attract and satisfy customers
 - (c) To respond to dynamic and hostile environment
 - (d) All of the above

2. Which statement should be created first and foremost?

(a) Strategy (b) Vision
(c) Objectives (d) Mission

3. Hierarchy of Strategic Intent

(a) Vision > Mission > Goals > Objectives > Plans
(b) Mission > Vision > Goals > Objectives > Plans
(c) Plans > Vision > Mission > Goals > Objectives
(d) Goals > Vision > Mission > Objectives > Plans

4. Providing fair compensation and safe working conditions, is related to social responsibilities towards

(a) Customer (b) Employees
(c) Community (d) Shareholders

5. _____ is a tool for corporate governance.

(a) Training (b) Recruitment
(c) Communication (d) Consulting

6. Social responsibility is a firm's recognition of _____.

(a) Profit making (b) Growth
(c) Social obligation (d) All the above

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7. Which environment can create new markets and new business segments?
- (a) Political environment
 - (b) Economic environment
 - (c) Sociocultural environment
 - (d) Technological environment
8. Which of the following SWOT elements are internal factors for a business?
- (a) Strengths and Weaknesses
 - (b) Opportunities and Threats
 - (c) Strengths and Opportunities
 - (d) Weaknesses and Threats
9. How many steps are there in value chain analysis?
- (a) 4
 - (b) 3
 - (c) 1
 - (d) 2
10. Strategy formulation links _____ plans.
- (a) Functional
 - (b) Strategic
 - (c) Short-term
 - (d) Long-term

11. Strategy analysis and choice largely involves making _____ decisions based on _____ information.
- (a) Long-term; Short-term
 - (b) Subjective; Objective
 - (c) Short-term; Long-term
 - (d) Subjective; Short-term
12. How many cells are there in a SWOT matrix?
- (a) 9
 - (b) 6
 - (c) 3
 - (d) 2
13. Which of these requires a firm to establish annual objectives, devise policies, and allocate resources?
- (a) Strategy formulation
 - (b) Strategy implementation
 - (c) Strategy manipulation
 - (d) Strategy evaluation
14. In the 'five forces model', what is the type of competitive activity that exists between organizations?
- (a) The potential for entry into the industry
 - (b) The threat of substitute products
 - (c) The power of customers
 - (d) The level of rivalry



15. Which of these is true about strategy implementation?

- (a) It is positioning forces before the action
- (b) It focuses on effectiveness
- (c) It requires intuitive rather than leadership skills
- (d) It is primarily an operational process

PART B — ($5 \times 4 = 20$ marks)

Answer ALL the questions by choosing either (a) or (b), each answer should not exceed 250 words.

16. (a) How did developing mission and objectives helps a Manager?

Or

(b) What is the importance of a Corporate Strategy?

17. (a) Explain the features of Corporate Policy.

Or

(b) Elaborate the elements of Business Ethics.

18. (a) Explain the importance of Environmental Scanning.

Or

(b) What do you understand by "Value Chain Analysis"?

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19. (a) What are the components of Corporate Strategy?

Or

(b) Write short notes on "Functional Strategy".

20. (a) Highlight the advantages of Merger.

Or

(b) Why most of the Organizational Performance Measurement fails?

PART C — ($5 \times 8 = 40$ marks)

Answer ALL the questions by choosing either (a) or (b), each answer should not exceed 600 words.

21. (a) Detail the process of Strategic Management.

Or

(b) Elaborate McKinsey's 7-S Model.

22. (a) Explain the steps in Policy Formulation Process.

Or

(b) Give your arguments for and against Social Responsibility of Business.

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23. (a) Explain the components of Business Environment.

Or

- (b) Consider a leading company in any field and conduct SWOT analysis of that company.

24. (a) Detail the process of Portfolio Analysis in Strategic Management.

Or

- (b) Analyze the Factors Affecting Strategic Choice.

25. (a) Explain Du Pont's Control Model.

Or

- (b) Explain the Strategic Implementation Process.
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