| Seat No.: | |
|-----------|--|
| | |

MU-103

March-2019

M.Com., Sem.-II

CC-7 : Strategic Management [HPP (Accounts)]

| e: 2: | 30 Ho | urs] | | | [Max. Marks | : 70 | | |
|-------|------------------------|---|--|--|---|---|--|--|
| (a) | Desc | cribe tl | ne steps of Strategic Mar | nagemen | at Process. | 14 | | |
| | | | OR | | | | | |
| | (i) | Desc | cribe the various levels of | f strateg | y along-with their characteristics. | 7 | | |
| | (ii) | Defi | ne Vision Statement. Wh | nat are it | s characteristics ? | 7 | | |
| (b) | Cho | ose th | e correct option from th | ne follov | wing and re-write the correct answer: | | | |
| . , | | • | | | | | | |
| | (1) | | level strategies as | re top m | nanagement's overall plan for the entire | | | |
| | | orga | nization and its strategic | busines | s units. | | | |
| | | (a) | Business | (b) | Corporate | | | |
| | | (c) | Functional | (d) | Operational | | | |
| | (2) | The | hierarchy of | lay | vs the foundation for the strategic | | | |
| | | mana | agement of any organiza | tion. | | | | |
| | | (a) | Strategic intent | (b) | Strategic fit | | | |
| | | (c) | Strategic leverage | (d) | Strategic policy | | | |
| | (3) | The | word tactic is most likely | y to be a | ssociated with | | | |
| | | (a) | Corporate Strategy | (b) | Operational Strategy | | | |
| | | (c) | Functional Strategy | (d) | Business Strategy | | | |
| (4 | | 1 1 | | | | | | |
| | | - | | (b) | Mission | | | |
| | | (c) | Procedures | (d) | Plans | | | |
| | (5) A strategy is a(n) | | | | | | | |
| | . , | | | the mark | cetplace | | | |
| | | ` ' | | | - | | | |
| | | ` / | • | | | | | |
| | | (d) | Capacity | | | | | |
| | | (a) Desc (i) (ii) (b) Cho (Any (1) | (i) Desc (ii) Definance (iii) Definance (iii) Definance (iii) Definance (Any Four (1) | (a) Describe the steps of Strategic Mar OR (i) Describe the various levels of (ii) Define Vision Statement. What the Western of the Choose the correct option from the Chay Four) (1) level strategies and organization and its strategic (a) Business (c) Functional (2) The hierarchy of management of any organization (a) Strategic intent (b) Strategic leverage (3) The word tactic is most likely (a) Corporate Strategy (b) Functional Strategy (c) Functional Strategy (c) Functional Strategy (d) The fundamental purpose for by its (a) Policies (c) Procedures (5) A strategy is a(n) (a) Set of opportunities in (b) Action plan to achieve (c) Set of threats | (a) Describe the steps of Strategic Management OR (i) Describe the various levels of strategic (ii) Define Vision Statement. What are it (b) Choose the correct option from the follow (Any Four) (1) level strategies are top morganization and its strategic busines (a) Business (b) (c) Functional (d) (2) The hierarchy of lay management of any organization. (a) Strategic intent (b) (c) Strategic leverage (d) (3) The word tactic is most likely to be a (a) Corporate Strategy (b) (c) Functional Strategy (d) (4) The fundamental purpose for the eximple by its (a) Policies (b) (c) Procedures (d) (5) A strategy is a(n) (a) Set of opportunities in the mark (b) Action plan to achieve the missing (c) Set of threats | (a) Describe the steps of Strategic Management Process. OR (i) Describe the various levels of strategy along-with their characteristics. (ii) Define Vision Statement. What are its characteristics? (b) Choose the correct option from the following and re-write the correct answer: (Any Four) (1) level strategies are top management's overall plan for the entire organization and its strategic business units. (a) Business (b) Corporate (c) Functional (d) Operational (2) The hierarchy of lays the foundation for the strategic management of any organization. (a) Strategic intent (b) Strategic fit (c) Strategic leverage (d) Strategic policy (3) The word tactic is most likely to be associated with (a) Corporate Strategy (b) Operational Strategy (c) Functional Strategy (d) Business Strategy (4) The fundamental purpose for the existence of any organization is described by its (a) Policies (b) Mission (c) Procedures (d) Plans (5) A strategy is a(n) (a) Set of opportunities in the marketplace (b) Action plan to achieve the mission (c) Set of threats | | |

| | | (6) | | denotes what an o | organız | cation hopes to accomplish in a future | | |
|----|-----|---|---|--|---------|--|----|--|
| | | | perio | od of time. | | | | |
| | | | (a) | Goals | (b) | Mission | | |
| | | | (c) | Vision | (d) | Structure | | |
| 2. | (a) | Defi | ne the | concept of Environment. | Discus | s the eight environmental sectors. | 14 | |
| | | OR | | | | | | |
| | | (i) | Enumerate the advantages of Concentration strategy. | | | | | |
| | | (ii) | What do you understand by cost leadership strategy? | | | | | |
| | (b) | Cho | Choose the correct option from the following and re-write the correct answer: | | | | | |
| | | (An | y Fou | r) | | | 4 | |
| | | (1) | | includes radio, t | televis | ion, and internet as the sources of | | |
| | | | info | rmation for environmental | scann | ing. | | |
| | | | (a) | Documentary evidence | (b) | Mass media | | |
| | | | (c) | Personal media | (d) | Outdoor media | | |
| | | (2) | Sou | rces of funds, usage of fur factors | nds an | d management of funds will fall under | | |
| | | | (a) | Marketing | (b) | Financial | | |
| | | | (c) | HRM | (d) | Production | | |
| | | (3) A is an inherent limitation or constraint which creates | | | | | | |
| | | | | dvantage for an organization | | | | |
| | | | (a) | Strength | (b) | Weakness | | |
| | | | (c) | Opportunities | (d) | Threats | | |
| | | (4) | is greater or lesser than the sum of its | | | | | |
| | | | parts | S. | | | | |
| | | | (a) | Goal | (b) | Dysergy | | |
| | | | (c) | Synergy | (d) | Plan | | |
| | | (5) | ssed by an organization that makes it | | | | | |
| | | withstand the pressures of competition in the market place. | | | | | | |
| | | | (a) | Competency | (b) | Dysergy | | |
| | | | (c) | Balance score card | (d) | OCP | | |
| | | (6) | | • | tion ar | d sale of products leads to | | |
| | | | | s for the existing firm. | | | | |
| | | | (a) | Lower | (b) | Higher | | |
| | | | (c) | Upper | (d) | Medium | | |

MU-103 2

| 3. | (a) | Describe the process of strategic choice. | | | | | 14 | | |
|-----|--|--|---|---|----------|--------------------------------------|----|--|--|
| | | OR | | | | | | | |
| | | (i) | Disc | cuss the subjective factors | in strat | regic choice. | 7 | | |
| | | (ii) | (ii) Write a note on contingent strategies. | | | | | | |
| (b) | (b) | Choose the correct option from the following and re-write the correct answer | | | | | | | |
| | | (Any Three) | | | | | | | |
| | | (1) | | | | | | | |
| | | | (a) | rganization. Balanced score card | (b) | Value chain | | | |
| | | | ` / | | (d) | Competitive Analysis | | | |
| | | | (c) | VKIO | (u) | Competitive Analysis | | | |
| | | (2) | | | - | for taking measures against the best | | | |
| | | | - | tices anywhere in any org | | | | | |
| | | | (a) | Structure | (b) | Benchmark | | | |
| | | | (c) | Policy | (d) | Plan | | | |
| | | (3) | | er environmental scanning in response to events and | | are the current concerns that | | | |
| | | | (a) | Operations | (b) | Issues | | | |
| | | | (c) | Functions | (d) | Benchmarks | | | |
| | | (4), in the context of an organization's resources can provid competitive advantage because it is difficult to copy. | | | | | | | |
| | | | (a) | Reputation | (b) | Issues | | | |
| | | | (c) | Events | (d) | Trends | | | |
| | | (5) factors are based on one's personal judgment, coll | | | | | | | |
| | | | desc | riptive factors. | | | | | |
| | | | (a) | Objective | (b) | Subjective | | | |
| | | | (c) | Complex | (d) | Simple | | | |
| 4. | (a) Elaborate on the various types of Organization Structures. OR | | | | | | 14 | | |
| | | (i) List down the barriers in strategy implementation. | | | | | 7 | | |
| | | (ii) | | | - | acteristics of Vertical Structure. | 7 | | |
| | (b) | (b) Choose the correct option from the following and re-write the corr (any three) | | | | | | | |
| | | (1) | | | | | | | |
| | | ` / | | | | | | | |
| | | | (a) | Entrepreneurial | (b) | Matrix | | | |
| | | | (c) | Functional | (d) | Vertical | | | |

| (2) |) An Organizational | | | is a series of actions undertaken to achieve a | | |
|-----|---------------------|----------------------------|----------|--|--|--|
| | pred | etermined result. | | | | |
| | (a) | System | (b) | Process | | |
| | (c) | Result | (d) | Behaviour | | |
| (3) | The | structure is d | lesigne | d for coordination and collaboration of | | |
| | worl | x among the peers of the o | organiza | ation. | | |
| | (a) | Horizontal | (b) | Vertical | | |
| | (c) | Tall | (d) | Medium | | |
| (4) | | lies at the bottom | of the p | byramid of the strategy activation. | | |
| | (a) | Strategy | (b) | Policies, procedures and rules | | |
| | (c) | Competition | (d) | Plan | | |
| (5) | Orga | anizations are | entities | S. | | |
| | (a) | Complex | (b) | Simple | | |
| | (c) | Superb | (d) | Orthodox | | |
| | | | | | | |

MU-103 4