

Seat No. : _____

AC-120

April-2016

B.B.A., Sem.-VI

CC-310 : Strategic Management

Time : 3 Hours]

[Max. Marks : 70

1. (a) Define Vision Statement. What are its characteristics ? (07)

OR

Explain Strategic Intent along-with the concepts Stretch, Leverage and Fit with the example of any Indian Company.

- (b) Differentiate Vision and Mission. (07)

OR

Briefly discuss the Four Phases in Strategic Management Process.

2. (a) Discuss the various approaches to environmental scanning. (07)

OR

Discuss the Five Force Model of Michael Porter.

- (b) Define the concept of Environment and discuss the characteristics and types of Environment. (07)

OR

Explain the acronym "SWOT ANALYSIS" by taking example of any Indian or Foreign Company.

3. (a) Define Organizational Resources. Why are resources important ? (07)

OR

Discuss Ansoff Model by giving examples.

- (b) Describe the concept of Value Chain Analysis and discuss about its primary and support activities. (07)

OR

"The BCG matrix provides a framework for allocating resources among different business units and allows one to compare many business units", Discuss.

4. (a) How can a firm use Horizontal Integration to expand in the Industry ? Discuss this in the light of benefits and risks associated with it. (07)

OR

What do you understand by Conglomerate Diversification - Describe.

- (b) Discuss the benefits and risks associated with differentiation strategy. (07)

OR

Examine the interrelationship between Strategy Formulation and Strategy Implementation.

5. Do as Directed:

(a) State whether the following statements are True or False and re-write the correct answer : (10)

1. The Backward Integration involves the alignments with the pre-production states of the firm's current activities.
2. Under Focused Differentiation Strategy, the strategist focuses on some innovative features of the products which are unique.
3. Expert Opinion is a statistical technique which uses the time series data for scanning the Environment.
4. Annual objectives can provide a basis on which policies can be devised to guide daily decisions and behaviour at the work site.
5. Leverage refers to the hierarchy of intentions ranging from a broad vision, through mission and business definition, down to specific objectives and goals.
6. Corporate level strategies aims at allocating resources from one set of businesses of a firm.
7. Vision is a mental image of a possible and desirable future state of the organisation.
8. Organisational limitation is the inherent capacity or potential of an organisation to use its strengths and overcome its weaknesses in order to exploit the opportunities.
9. Structural adjustments related to phasing out of subsidies and price controls, disinvestment in public sector units and framing of an exit policy for industry are part of Socio-Cultural Environment.
10. The underpinnings of strategic management hinge on managers gaining an understanding of competitors, markets, prices, suppliers, distributors, governments, creditors, shareholders and customers worldwide.

(b) Define the following : (4)

1. Define Strategic Intent.
 2. Define Opportunity as an element of "SWOT ANALYSIS".
 3. Define Core Competency.
 4. Define Integration.
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