

AD-122
April-2015
B.B.A. Sem.-VI
CC-310 : Strategic Management

Time : 3 Hours]

[Max. Marks : 70

1. (a) Define Strategic Management. Discuss how it is important. 7
OR
Define Mission Statement. What are its characteristics ?
- (b) Describe the various levels of strategy along-with their characteristics. 7
OR
List down all the steps of strategic management process. Discuss “Strategy Implementation” step of strategic management process in detail.
2. (a) Define the concept of Environment. Discuss the various approaches to environmental scanning. 7
OR
Explain the acronym “PESTEL” in detail.
- (b) Describe the various sectors of Environment. 7
OR
Explain in detail the acronym “SWOT ANALYSIS”.
3. (a) Write on any **two** of the following : 7
(i) Organisational Resources
(ii) Organisational Capabilities
(iii) Competencies
(iv) Competitive Advantage
- (b) Discuss Ansoff Model by giving examples. 7
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) What do you mean by business strategy ? Discuss cost-leadership strategy in detail. 7
OR
Write a short note on vertical integration strategy in detail.
- (b) Discuss the benefits and limitations of related diversification strategy. 7
OR
Discuss the advantages and limitations of Concentration strategy in detail.

5. Do as Directed :

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(a) Choose the correct option and rewrite the sentence :

(1) In the Boston Consulting Group Portfolio management technique, a “Dog” refers to a business that has _____.

- (a) relatively low market share and low market growth
- (b) low market growth and relatively high market share
- (c) relatively low market share and high market growth
- (d) high market growth and relatively high market share

(2) Which one of the following statements best explains the purpose of Vision Statement ?

- (a) It shows the company its path-way or where it should go.
- (b) It shows that the employees of a company are literate.
- (c) It shows that the top management of a company is patriotic.
- (d) It shows that the top management of a company is not patriotic.

(3) The social factors that affect a firm involve all of the following EXCEPT _____.

- (a) attitudes of people in the external environment
- (b) lifestyles of people
- (c) per capita income
- (d) values and beliefs of persons outside the firm

(4) The BCG Matrix is based on _____.

- (a) Industry Attractiveness & Business Strength
- (b) Industry Growth Rate & Business Strength
- (c) Industry Attractiveness & Relative Market Share
- (d) Industry Growth Rate & Relative Market Share

(5) Two reasons for Mergers and Acquisitions are _____

- (a) to increase managerial staff and to minimize economies of scale.
- (b) to reduce tax obligations and increase managerial staff.
- (c) to create seasonal trends in sales and to make better use of a new sales force.
- (d) to provide improved capacity utilization and to gain new technology.

(6) _____ involves selling more products to the same market.

- (a) Market development (b) Product development
- (c) Market penetration (d) Diversification

(7) The reason behind the creation of an organization is stated in _____.

- (a) Vision statement (b) ABC analysis
- (c) Mission statement (d) SWOT analysis

- (b) State whether the following statements are True or False :
- (8) Infrastructural factors such as financial institutions, banks, modes of transportation and communication facilities are all part of market environment.
 - (9) The 'Regulatory Environment' consists of factors related to the groups and other organizations that compete with and have an impact on an organisation's markets and business.
 - (10) Business level strategy seeks to determine how an organization should compete in each of its Strategic Business Units.
 - (11) Financial capability factors relate to the availability, usages and management of funds and all allied aspects that have a bearing on an organisation's capacity and ability to implement its strategies.
 - (12) Opportunity is an unfavourable condition in the organisation's environment which creates a risk for or causes damage to, the organization.
 - (13) Define Conglomerate Diversification.
 - (14) Define Strategic Intent.
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