

M.Com. (HPP - AAA) Sem.-2 Examination

CC-7

Strategic Management

Time : 2-30 Hours]

April-2025

[Max. Marks : 70

Que. 1 Explain the evolution of industry forces concepts stating 'Five forces Concept' extended by Michael Porter? (14)

OR

Que. 1 What is BCG matrix? And why BCG matrix on its own cannot be termed as a complete measure of ascertaining firms competitive advantage. (14)

Que. 2 Explain the steps to be taken for Environmental Forecasting with qualitative and qualitative techniques. (14)

OR

Que. 2 Explain in detail Porter's 'Generic Strategies concept' and how does it perform when industry forces are in play. (14)

Que. 3 Write a detailed note on G.E.A. Nine Cell matrix model and its pros and cons. (14)

OR

Que. 3 Explain Igor Ansoff's Market Penetration Strategy. (14)

Que. 4. Explain different forms of organisation structure (14)

OR

Que. 4. Explain in detail the MODEL of Strategy Implementation (14)

Que. 5 Attempt any Seven of the Following (14)

- 1) Which of the following is not a technique of environmental scanning?

a) Expert opinion	c) Trend analysis
b) Program evaluation and review technique	d) Dynamic modelling
- 2) ----- is an inherent capacity an Organisation can be used to gain strategic advantage

a) Strength	c) Opportunity
b) Weakness	d) Threat
- 3) ----- is an improvement over the BCG matrix

a) GE 9 cell matrix	c) Five forces model of competition
b) Portfolio analysis	d) All of the above

(P.T.O)

- 4) According to BCG Matrix analysis, business generating large amount of cash but having slow market growth rate is called
- a) Stars
 - b) Cash cows
 - c) Dogs
 - d) Question Marks
- 5) When a dairy enters into a business of manufacturing for baby milk powder, it is known as
- a) Outsourcing
 - b) Strategic Alliance
 - c) Backward integration
 - d) Forward integration
- 6) Divestment is a type of
- a) Stability strategy
 - b) Expansion strategy
 - c) Retrenchment strategy
 - d) All of the above
- 7) Combination strategy----- is a set of interlinked value creating activities performed by an organisation
- a) Value chain analysis
 - b) VRIO Framework
 - c) Balanced scorecard
 - d) None of the alternatives
- 8) How often should strategic-management activities be performed?
- a. Annually
 - b. Quarterly
 - c. Monthly
 - d. Continuously
- 9) In contemporary management literature, managers are also known as _____
- a) System Agents
 - b) Change Agents
 - c) Current Agents
 - d) Strategy Agents
- 10). Network Structure is also known as _____
- a) Spider's web structure
 - b) Virtual Organisation
 - c) BOTH of the above
 - d) None of the above
- 11) In a large organization, strategic management activities occur at what level(s)?
- a. Corporate and divisional only
 - b. Divisional
 - c. Strategic business unit only
 - d. Functional, divisional, and corporate
- 12) Conducting research, integrating intuition with analysis, and making decisions are all _____ activities.
- a. strategy-formulation
 - b. strategy-implementation
 - c. long-range planning
 - d. short-range planning