

Seat No. : _____

LE-101

April-2014

B.B.A. Semester – VI

CC-310 : Strategic Management

Time : 3 Hours]

[Max. Marks : 70

- Instructions :** (1) All questions are compulsory.
(2) Figures on the right side indicate marks for each question.

1. (a) Define Strategic Management. How is it important to the organization ? **7**

OR

Define Vision. Narrate its elements and the benefits.

- (b) Define Mission Statement. What are its characteristics ? **7**

OR

Describe the different levels of strategies along with their characteristics.

2. (a) Discuss the five force model of Michael Porter. **7**

OR

Describe the concept of SWOT Analysis. Assess the benefits and pitfalls of SWOT Analysis.

- (b) What are the different sources of environment scanning ? Explain. **7**

OR

Describe in detail the acronym "PESTEL".

3. (a) Define "Resources" and discuss their importance to the organizations practicing Strategic Management. **7**

OR

Explain the BCG model used for Strategic Planning by a Multi Product or Multi Business Firms.

- (b) Write a detailed note on Ansoff Model. **7**

OR

Describe the concept of Value Chain Analysis and discuss about its primary and support activities.

LE-101

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4. (a) What do you mean by cost leadership strategy ? Discuss the conditions under which an organization can achieve cost leadership. 7

OR

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

- (b) Discuss the benefits and risks associated with differentiation strategy. 7

OR

Discuss the benefits and limitations of concentric diversification strategy.

5. Choose the correct option : 14

- (1) In the context of strategic management resources can be defined as :
- (a) The knowledge and skills within the organization
 - (b) Something that an organization owns, controls or has access to on a semi-permanent basis
 - (c) The physical assets of the organization
- (2) In the case where an organization acquires its suppliers, this is an example of :
- (a) Horizontal integration
 - (b) Forwards vertical integration
 - (c) Backwards vertical integration
- (3) Reputation in the context of an organization's resources can provide competitive advantage because :
- (a) It is difficult to copy
 - (b) It is based on word-of-mouth
 - (c) It is a threshold resource
 - (d) It is explicit
- (4) Low cost, differentiation and focus are examples of _____ ?
- (a) Corporate strategies
 - (b) Business strategies
 - (c) Functional strategies
 - (d) None of the above
- (5) The word tactic is most likely to be associated with
- (a) Corporate strategy
 - (b) Business strategy
 - (c) Operational Strategy
 - (d) All of the above

- (6) Developing a vision and mission, identifying an organization's external opportunities and threats, and determining internal strengths and weaknesses are all _____ activities.
- (a) strategy-formulation (b) strategy-implementation
(c) long-range planning (d) short-range planning
- (7) Which one of these is NOT a part of Porter's competitive forces in industry analysis ?
- (a) Potential entry of new competitors
(b) Bargaining power of suppliers
(c) Development of substitute products
(d) Threat of substitute products and services
- (8) Which of these is an attractive strategy for a cash cow division ?
- (a) Concentric diversification (b) Horizontal integration
(c) Conglomerate diversification (d) Backward integration
- (9) Organizational resources include all of the following except :
- (a) employee training (b) firm structure
(c) information systems (d) copyrights
- (10) Which of the following is best identified as a statement that presents "a firm's big picture statement, describing a desired end-state, general in scope, and not restrictive" ?
- (a) Corporate philosophy statement (b) Company creed
(c) Vision statement (d) Mission statement
- (11) A company can be said to have competitive advantage if
- (a) It is the acknowledged leader in product quality
(b) It has a different value chain than rivals
(c) It has some type of edge over rivals in attracting customers and coping with competitive forces
- (12) The essence of a broad differentiation strategy is to _____.
- (a) Appeal to the high end part of the market and concentrate on providing a top-of-the-line product to consumers.
(b) Be unique in ways that are valuable and appealing to a wide range of buyers
(c) Lower buyer switching costs
(d) Outspend rivals on advertising and promotion in order to inform and convince buyers of the value of its differentiating attributes.

- (13) The hierarchy of _____ lays the foundation for the strategic management of any organization.
- (a) Strategic intent
 - (b) Strategic fit
 - (c) Strategic alternatives
- (14) _____ strategies aim at developing a competitive advantage in the individual businesses that a company has in its portfolio.
- (a) Corporate level
 - (b) Business level
 - (c) Functional level
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