

Printed Pages : 4

MBA-032

(Following Paper ID and Roll No. to be filled in your Answer Book)

PAPER ID : 7118

Roll No.

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M.B.A.

(Semester-III) Theory Examination, 2011-12

STRATEGIC MANAGEMENT

Time : 3 Hours]

[Total Marks : 100

Note : Answer the questions from each Section as indicated.

Section-A

Answer the following parts in not more than
75 words. $2 \times 10 = 20$

1. (a) Define strategic management and discuss the levels at which strategics operates.
- (b) Briefly discuss the model of strategic management.
- (c) What do you understand by value chain analysis ?
- (d) Discuss the role environmental scanning plays in strategy formulation.
- (e) What is retrenchment strategy ? Discuss its relevance in competitive environment.
- (f) What are the reasons for adopting merger strategy ?

- (g) Describe the issues involved in strategic implementation.
- (h) What is strategy activation ? How strategies are activated ?
- (i) Differentiate between corporate planning and strategic planning.
- (j) Differentiate between value and ethics.

Section-B

Answer any *three* of the following parts in not more than 200 words.

10×3=30

- 2.
- (a) What do you mean by strategy ? How is a business model different from strategy ?
 - (b) What do you mean by competition analysis ? What factors should be taken in analyzing competitors ?
 - (c) What is SWOT analysis ? How is it relevant for strategy formulation ?
 - (d) What do you understand by joint ventures ? What are the various strategic issues involved in joint venture decisions ?
 - (e) Explain the two most popular techniques of strategic control.

Section-C

Answer the following questions in not more than 500 words. 10×5=50

3. "The ends results for which organization strive are referred to as mission, purpose, objectives and goals, though there are differences in these terms." Explain this statement. Identify the difference between mission and purpose.

Or

"Strategic management process should be seen as dynamic, continuous and flexible and must be considered as a whole." Explain the statement and bring out the main features of strategic management process.

4. What is competitive advantage profile of an organization? How does it differ from organizational capability? Prepare the competitive advantage profile of a company of your choice.

Or

Discuss Porter's five forces model with reference to what you know about the Indian airline industry. What does the model tell you about the level of competition in this industry?

5. Discuss the Diversification strategy with the help of recent example in Indian context. Explain the situation under which the company opts for the Diversification strategy.

Or

What kind of companies stand to gain the most from entering into strategic alliance with potential competitors? Why? Explain with the help of suitable Indian example.

6. What changes do you anticipate in the information system of an organization that moves from stability to expansion strategy? Will this change affect the organization structure? Explain.

Or

What kind of structure best describes the way your (a) business faculty and (b) university operates? Why is the structure appropriate? Would another structure fit better?

7. Explain the BCG Model with the help of suitable Indian example of your choice.

Or

Explain the GE 9 Cell Matrix with the help of suitable Indian example of your choice.

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