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Sub Code: RMB301

MBA
(SEM III) THEORY EXAMINATION 2017-18
STRATEGIC MANAGEMENT

Time-3 Hours

Total Marks-70

Note: 1. Attempt all sections.

SECTION -A

1. Attempt all questions in brief.

2*7=14

- a. Business policy is a capstone, integrative course. Explain
- b. Only verifiable objectives can be used meaningfully in strategic management. Why?
- c. How are SBU level strategies linked to corporate level strategies?
- d. What are the possible pitfalls of not having a vision for an organization?
- e. Explain the four steps to be taken in QUEST?
- f. What is value chain analysis?
- g. What is operational implementation?

SECTION -B

2. Attempt any three of the following

7*3=21

- a. Identify and explain the different types of strategies under stability, expansion, retrenchment and combination corporate level strategies. Quote examples to explain each of these strategies.
- b. Identify a business group, such as, Reliance, that has relied extensively on backward integration as the expansion corporate- level strategy. Analyze the reasons why the company you choose did so and whether it is likely to continue doing so in the foreseeable future.
- c. Discuss Michael Porter's approach to defining generic competitive (or business) strategies.
- d. Consider any organization of your choice. Outline the various functional plans and policies that are being formulated and implemented by that organization.
- e. How will a comprehensive system of strategic control operate in a large-sized business organization?

SECTION -C

3. Attempt any one part of the following

7*1=7

- a. "A vision is too abstract to be of any practical value." Do you agree with this statement? Why?
- b. Discuss the issues that are relevant for strategic decision making.

4. Attempt any one part of the following

7*1=7

- a. Describe the different aspects of environmental scanning necessary for identifying opportunities and threats in a company's environment.
- b. Consider any organization in an industry of your choice. Prepare an organizational capability profile and summarize the results in the form of a SAP clearly indicating the nature of the impact of different capability factors.

5. Attempt any one part of the following

7*1=7

- a. Discuss the conditions under which a firm can attain cost leadership and differentiation simultaneously. How is this achieved?
- b. What does broad target and narrow target mean in the context of competitive scope?

6. Attempt any one part of the following

7*1=7

- a. Describe the major techniques used for analyzing a corporate portfolio.
- b. Explain Ansoff grid, GE nine cell planning grid and BCG matrix in detail with neat diagram.

7. Attempt any one part of the following

7*1=7

- a. How do values-related and ethical considerations affect behavioral implementations?
- b. How is performance evaluation done in public enterprises in India?