

MN-110

March-2019

B.B.A., Sem.-VI

CC-310 : Strategic Management

Time : 2.30 Hours]

[Max. Marks : 70

1. (A) (1) List down all the steps of strategic management process. Discuss “Strategy Implementation” step of strategic management process in detail. 7
(2) Define Mission Statement. What are its characteristics ? 7
- OR**
- (1) Describe the various levels of strategy along- with their characteristics. 7
(2) Define Vision Statement. What are its characteristics ? 7
- (B) State whether the following statements are True or False: (Any **Four**) 4
(1) The terms strategic management and strategy implementation are synonymous.
(2) Creation of employment opportunities is included in the legal component of “PESTEL ANALYSIS”.
(3) During Formulation stage of strategic management, firm’s specific internal strengths and weaknesses are determined.
(4) Mission is the description of something an organization, a corporate culture, a business, a technology, an activity in the future.
(5) The hierarchy of Strategic fit lays the foundation for the strategic management of any organisation.
(6) The idea of stretch is diametrically opposite to the idea of leverage in Strategic Intent.
2. (A) (1) Define the concept of Environment. Discuss the various approaches to environmental scanning. 7
(2) Explain the acronym “PESTEL” in detail. 7
- OR**
- (1) Describe the various sectors of environment. 7
(2) Explain in detail the acronym “SWOT ANALYSIS”. 7
- (B) State whether the following statements are True or False : (Any **Four**) 4
(1) 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.
(2) Opportunity is an unfavourable condition in the organisation’s environment which creates a risk for or causes damage to, the organization.
(3) 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.

- (4) Dysergy is an idea that the whole is greater or lesser than the sum of its parts.
- (5) Competency and distinctive competency is one and the same.
- (6) Economies of scale in production and sale of products leads to lower costs for the existing firm.
3. (A) (1) Write on any **two** of the following: 7
- (i) Organisational resources
 - (ii) Organisational Capabilities
 - (iii) Competencies
 - (iv) Competitive Advantage
- (2) Examine how Ansoff Model is helpful to organizations. 7
- OR**
- (1) What is Value Chain ? Discuss Primary and Support activities within value chain by giving the example of any industry / company. 7
- (2) What is BCG Model ? Discuss in detail. 7
- (B) State whether the following statements are True or False: (Any **Three**) 3
- (1) In the BCG (Boston Consulting Group) Matrix, a business that has a low market share in an industry set apart by high market growth is termed as Question mark.
 - (2) A company can be said to have competitive advantage if it has a different value chain than rivals.
 - (3) Product development involves selling more products to the same market.
 - (4) Reputation in the context of an organization's resources can provide competitive advantage because it is a threshold resource.
 - (5) Organizational resources include employee training.
4. (A) (1) Explain the Vertical integration strategy with example. 7
- (2) Discuss the benefits of related diversification strategy. 7
- OR**
- (1) Enumerate the advantages of Concentration strategy. 7
- (2) What do you understand by cost leadership strategy ? 7
- (B) State whether the following statements are True or False: (Any **Three**) 3
- (1) Diversification is an attractive strategy for a dog division under BCG Analysis.
 - (2) The bargaining power of the suppliers constitutes the ability of the buyers individually or collectively, to force a reduction in prices of product or services.
 - (3) Exit barriers restrict the firms in an industry and prevent them from leaving, even though the returns might be low or sometimes even be negative.
 - (4) Market followers are organizations that have the largest market share in the relevant product market usually lead the industry in several aspects.
 - (5) Integration involves total or partial withdrawal from a customer group, customer function, or use of an alternative technology in one or more of a firm's businesses.