

MBA II Year Examination

MP-205 : Strategic Management

Time: 3 Hours

Max. Marks: 80

Note: The question paper is divided into three sections A, B & C. Write Answers as per the given instructions.

Section A (Very Short Answer Type Questions)

Note: Answers all 8 questions. As per the nature of the questions you delimit your answer in one sentence up to 50 words. Each question carries equal marks. (Marks 2x8=16)

1. Define Strategy.
2. Define Business for the purpose of justifying its existence.
3. List out the levels of objective formulation with examples.
4. How Plans are different from Objectives?
5. Explain five forces of Porter's model.
6. How can competition affect the business?
7. Who gave the concept of ETOP analysis? What does it mean?
8. How can ETOP analysis be beneficial for an organization?
9. What is Organizational Diagnosis?
10. Identify Strategic alternatives available to a firm.
11. Give three approaches of Market Penetration.
12. What is Strategic Alliance?
13. Give live examples of mergers, acquisitions and strategic alliance?
14. Define Combination Strategy.
15. What is Competitive Advantage?
16. How can a company create Competitive Advantage?
17. Write benefits of using Cost leadership strategy.
18. What are Maturing Industries?
19. Define Strategic Choice?
20. List out the crucial factors affecting strategic alternative choice?
21. What is Question Mark in BCG Matrix?
22. What is Matrix Structure?

23. Define SBU?
24. What do you mean by Social Responsibility?

Section B

(Short Answer Type Questions)

Answer any 4 questions. Each answer should not exceed 100 words. Each question carries 08 marks. (Marks 8x4 = 32)

1. Describe Strategic Planning Process.
2. Elaborate the concept of Strategic Management in the present context.
3. Describe the factors that should be considered while setting Objectives in an Organization?
4. What is Strategic Dissonance? State with example how a company can handle it through indentifying its strategic intent?
5. Discuss the role of Strategist in Environment Analysis.
6. What are the implications of Porter's analysis in strategic decision making?
7. Describe the various factors which should be considered for Environmental Scanning.
8. Prepare SAP of a hypothetical company of your choice showing its importance in decision making.
9. Discuss the relevance of structured Organizational appraisal in the present context.
10. What are the characteristics of Expansion Strategy?
11. What Strategic options are available under Stability Strategies to a company? Explain?
12. When does a firm need to have Expansion strategy? Describe?
13. Distinguish b/w Vertical & Horizontal Integration with suitable examples.
14. A baby product company plans to increase the sale of the current products in current market, what strategic options are available to the company? Discuss?
15. Describe the concept of Corporate Restructuring. What is the need of it to a company?
16. What are the favorable conditions to pursue a Cost leadership strategy?
17. 'Differentiation is a preferred choice by a few companies'; in the light of the above statement explain how can a company achieve differentiation with suitable example.
18. What are the limitations of using a differentiation strategy?
19. Explain the process of Formulating strategy in Declining Industries.

20. State the uncertainty and risks associated with formulating strategy in Emerging Industries.
21. Explain the concept of “Stuck in the middle.” How can a company escape from this situation?
22. Describe the process of Strategic Choice with suitable example?
23. How can the GAP analysis be crucial for achieving desired future performance?
24. Discuss the interrelationship that exists between the formulation and implementation of strategies. Provide examples of such an interrelationship?

Section C

(Long Answer Type Questions)

Answer any 2 questions. Each answer should not exceed 800 words. Each question carries 16 marks. (Marks 2x16=32)

1. Who are the Strategists? What are their roles in Strategic Decision Making Process?
2. Describe various issues which can affect Strategic Decision Making process with suitable examples?
3. Define Strategic Intent. Explain hierarchy of strategic intent and its importance in strategic decision making?
4. What is Mission? Describe its elements in detail with suitable examples?
5. Define Objectives. Give the characteristics of objectives and state the need for establishing Objectives in an Organization?
6. Briefly describe Environment Appraisal and its need in the present context?
7. Describe the process for Environmental Appraisal?
8. “To grow and survive, technological changes should be adopted time to time” in the light of this statement discuss the impact of Technological Environment on business?
9. Briefly explain Porter’s five forces model with example?
10. What is SWOT Analysis? Prepare SWOT for a mobile company.
11. Explain TOWS and its implications for strategic decision making to an organization having a chain of fast food restaurants.

12. What different approaches can be used by strategists for Organizational Appraisal?
Explain any two in detail with suitable examples.
13. Describe 7's framework of Mckinsey and its importance for an Organization.
14. Prepare Ansoff's product/market expansion grid for a toothpaste company.
15. Explain Diversification Strategy and its types in detail highlighting recent examples.
16. Describe the need of pursuing retrenchment strategy to a company. What options under retrenchment strategy are available to the company? Discuss.
17. 'Focus' can be a very successful strategy. What are the conditions under which it is proved? Enumerate its limitations also.
18. What are Emerging Industries? Describe the Characteristics of it with examples.
19. Describe the strategy formulation process in Maturing Industries.
20. Discuss the factors which should be considered by a firm for choosing strategy in a Declining Industry.
21. What are the alternatives available to Strategy Choice to a company? Discuss.
22. Explain BCG Matrix. Discuss its relevance in present context with suitable example.
23. Describe the process of constructing SPACE Matrix to determine an organization's strategic position.
24. What do you understand by Contingency Strategies? Discuss the conditions which call for pursuing these strategies.