SET A

MASTER OF COMMERCE
FOURTH SEMESTER
STRATEGIC MANAGEMENT
MCM – 402A

[USE OMR SHEET FOR OBJECTIVE PART]

Duration: 3 hrs. **Full Marks: 70**

Objective

Time: 30 mins. **Marks: 20**

Choose the correct answer from the following: ***1×20=20***

1. What is the first step in the basic model of strategic management?
   a. Strategy implementation
   b. Strategy Planning
   c. Environmental Scanning
   d. None of the above

2. Perceptual mapping is also known as……………mapping.
   a. Functional
   b. Positioning
   c. Customer
   d. None of the above

3. Which one is a corporate- level strategy?
   a. Pricing strategy
   b. Market segmentation
   c. Diversification
   d. None of the above

4. Which tool is commonly used in strategic audit?
   a. SWOT Analysis
   b. Payroll system
   c. PEST Analysis
   d. None of the above

5. Which one of the following aims to maximize short-term profits by minimizing costs and increasing efficiency?
   a. Differentiation
   b. Cost leadership
   c. Diversification
   d. None of the above

6. The "vision statement" of an organization describes
   a. Post achievements
   b. Present activities
   c. Future aspirants
   d. None of the above

7. The two internal elements of SWOT analysis are
   a. Weaknesses and threats
   b. Opportunities and threats
   c. Strength and weaknesses
   d. None of the above

8. Which one of the following is referred as "problem child" in BCG Matrix?
   a. Question Mark
   b. Cash Cow
   c. Stars
   d. None of the above

9. What is the main purpose of Benchmarking in strategic analysis?
   a. To forecast economic charges
   b. To compare performance against best practices
   c. To analyze political factors
   d. None of the above

10. "Strategy as a pattern in streams of decision and actions."Who said this?
   a. Michael E Porter
   b. Shirley Peters
   c. Henry Mintzberg
   d. None of the above

11. "Dogs" in BCG Matrix symbolizes................
   a. High market share
   b. Low market share
   c. Medium market share
   d. None of the above

12. An example of functional level strategy would be................
   a. Diversifying into new industries
   b. Improving the efficiency of the marketing department.
   c. Entering international markets
   d. None of the above

13. Kanban, scrum and lean are commonly used methodologies of.................strategy.
   a. Marketing
   b. Research and development
   c. Agile
   d. None of the above

14. Growth strategy primarily focuses on:
   a. Reducing market share
   b. Increasing market share
   c. Selling business assets
   d. None of the above

15. Michael Porter's model of Industry Analysis is commonly known as:
   a. SWOT Framework
   b. Five Forces Model
   c. BCG Matrix
   d. None of the above

16. Strategic audit helps in...................
   a. Marketing products
   b. Strategic decision making
   c. Financial reporting
   d. None of the above

17. A............... tactic usually takes place in the firm's own current market position as a defense against possible attack by a rival.
   a. Defensive
   b. Offensive
   c. Business
   d. None of the above

18. Which organizational structure is most flexible and best suited for rapid changes in the environment?
   a. Functional structure
   b. Divisional structure
   c. Network structure
   d. None of the above

19. Which competitive tactic involves price-cutting to eliminate competition?
   a. Price warfare
   b. Differentiation
   c. Product innovation
   d. None of the above

20. Strategic alliances are especially beneficial when....................
   a. Companies have identical strength
   b. Entering foreign markets
   c. Creating brand awareness
   d. None of the above

-- --- --

Descriptive

Time : 2 Hr. 30 Mins. **Marks : 50**

[Answer question no.1 & any four (4) from the rest]

1.	Describe the various approaches of strategic decision making by Henry Mintzberg.	10
2.	Discuss about Perceptual mapping. Explain in brief about BCG Matrix.	3+7=10
3.	**a)** What is meant Agile strategy? **b)** Explain in brief some of the techniques adopted in Agile Strategy.	3+7=10
4.	What is meant by tactic? Mention some of the market location tactics adopted by organisations.	3+7=10
5.	Mention the significance of financial and marketing strategy in an organisation.	5+5=10
6.	Discuss about strategy formulation and strategy implementation?	5+5=10
7.	Explain in brief about vertical and horizontal growth.	5+5=10
8.	Write short notes ***(any two):*** a) Corporate mission b) Benchmarking c) Logistics strategy d) R&D Strategy	5×2=10

== == *** == ==