

**MASTER OF BUSINESS ADMINISTRATION
THIRD SEMESTER
STRATEGIC MANAGEMENT
MBA – 301**

**SET
B**

[USE OMR SHEET FOR OBJECTIVE PART]

Duration: 3 hrs.

Full Marks: 70

Time: 30 mins.

Marks: 20

(Objective)

Choose the correct answer from the following:

1 × 20 = 20

1. When does horizontal integration occur?
 - a. When a firm acquires or merges with a major competitor
 - b. When a firm acquires or merges with a an unrelated business
 - c. When a firm acquires or merges with a distributor
 - d. When a firm acquires or merges with a supplier firm
2. Continuous feedback from the strategic control process is important for strategic management because it helps the organization to:
 - a. Set new long-term objectives without analyzing deviations.
 - b. Avoid making any changes to the original strategy.
 - c. Optimize and enhance future planning processes.
 - d. Focus solely on financial performance
3. Which of the following is a behavioral control mechanism used in strategic management?
 - a. Premise control
 - b. Implementation control
 - c. Financial incentives and performance bonuses
 - d. Strategic surveillance control
4. Which of the following is a primary goal of a functional strategy?
 - a. Defining the company's mission and vision
 - b. Deciding which new markets to enter
 - c. Improving the efficiency of a specific department, like marketing or finance.
 - d. Acquiring other companies
5. What is the primary purpose of a corporate parenting strategy?
 - a. To ensure all subsidiary businesses operate independently.
 - b. To compete with the subsidiaries' main rivals in their respective markets.
 - c. To add more value to the businesses in its portfolio than other rival parents could.
 - d. To divest all poorly performing business units
6. What is the primary purpose of a perceptual map?
 - a. To calculate a company's profit margin
 - b. To visualize how consumers perceive a brand compared to its competitors
 - c. To determine the exact production cost of a product
 - d. To automate a company's marketing campaign

7. Which of the following best describes the role of a Human Resource Manager in a strategic partnership?
 - a. Staff advisors focus more on developing HR programmes while line managers are more involved in the implementation of those programmes.
 - b. Line managers are concerned more about developing HR programmes whereas staff advisors are more involved in implementing such programmes
 - c. Evaluating workplace decor
 - d. Improving cafeteria services
8. Which of the following best describes the primary purpose of the evaluation phase in strategic management?
 - a. Setting the overall direction of the organization
 - b. Formulating specific strategies for each department
 - c. Evaluating the effectiveness of the strategy in achieving organizational objectives
 - d. Implementing strategic plans through daily operations
9. The controlling phase of strategic planning primarily involves:
 - a. Developing new strategic goals
 - b. Monitoring implemented plans and making necessary adjustments
 - c. Allocating resources for strategy implementation
 - d. Conducting a SWOT analysis of the external environment
10. Strategic-management audit is also known as:
 - a. Environmental scanning
 - b. Strategy formulation
 - c. Strategy control
 - d. Strategy evaluation
11. Who is called the Father of Strategic Management?
 - a. Chandler
 - b. Igor Ansoff
 - c. Michael Porter
 - d. John Nash
12. Hierarchy of Strategic Intent:
 - a. Vision > Mission > Goals > Objectives > Plans
 - b. Mission > Vision > Goals > Objectives > Plans
 - c. Plans > Vision > Mission > Goals > Objectives
 - d. Goals > Vision > Mission > Objectives > Plans
13. The corporate level is where top management directs
 - a. All employees for orientation
 - b. Its efforts to stabilize recruitment needs
 - c. Overall strategy for the entire organization
 - d. Overall sales projections
14. Competitive advantage can be best described as
 - a. Increased efficiency
 - b. What sets an organization apart
 - c. A strength for organizations
 - d. Intangible resources
15. Low cost, Differentiation and Focus are examples of
 - a. Corporate strategies
 - b. Operational strategies
 - c. Business strategies
 - d. Functional strategies

16. Which environment can create new markets and new business segments?
- a. Political environment
 - b. Economic environment
 - c. Sociocultural environment
 - d. Technological environment
17. The PESTLE framework is used to analyze which type of external factors?
- a. Product, Environment, Supply, Technology, Logistics, and Expenses
 - b. Political, Economic, Social, Technological, Legal, and Environmental
 - c. Planning, Execution, Strategy, Tactics, Leadership, and Evaluation
 - d. People, Equipment, Structure, and Systems
18. Which of the following is the correct order of VRIO components?
- a. Valuable, Rare, Imitable, Organization
 - b. Valuable, Organization, Rare, Imitable
 - c. Valuable, Rare, Organization, Imitable
 - d. Valuable, Imitable, Rare, Organization
19. Retrenchment is
- a. When a company experiences declining profits and makes cutbacks to improve efficiency.
 - b. When a company adopts a new strategic position for a product or service
 - c. The sale of the complete business, either as a single going concern or piecemeal to different buyers or sometimes by auctioning the assets
 - d. Implement the marketing function's strategic planning and management decisions.
20. The following are considered grand strategies, except for
- a. A retrenchment strategy
 - b. Strategic business unit
 - c. A growth strategy
 - d. Related diversification

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(Descriptive)

Time : 2 Hr. 30 Mins.

Marks : 50

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

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| 1. a) What is strategic Management?
b) Briefly describe the role and importance of Strategic management. | 2+8=10 |
| 2. a) What do you mean by environmental scanning?
b) Discuss the role of PESTLE analysis in strategic management. | 2+8=10 |
| 3. a) Discuss Porters 5 force model of industry analysis with suitable illustration.
b) What do you mean by Value chain analysis? | 5+5=10 |
| 4. a) Define strategic formulation. Briefly explain the steps involved in Strategic formulation.
b) What is retrenchment strategy? | 8+2=10 |
| 5. a) Describe the primary purpose of conducting an international portfolio analysis within the context of strategic management.
b) How does it differ from traditional domestic portfolio analysis? | 6+4=10 |
| 6. a) Elaborate on the matrix structure, including its dual reporting lines. For what types of strategies is this structure most suitable?
b) Discuss the potential challenges or complexities that can arise within this framework. | 5+5=10 |
| 7. a) What do you understand by strategy implementation?
b) Discuss the steps involved in strategy implementation. | 3+7=10 |
| 8. Explain the steps of the strategic control process. What are the characteristics of an effective strategic evaluation and control system? | 5+5=10 |

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