

**MASTER OF BUSINESS ADMINISTRATION
THIRD SEMESTER [SPECIAL REPEAT]
STRATEGIC MANAGEMENT
MBA – 301**

**SET
A**

[USE OMR SHEET FOR OBJECTIVE PART]

Duration: 3 hrs.

Full Marks: 70

Time: 30 mins.

(Objective)

Marks: 20

Choose the correct answer from the following:

1 × 20 = 20

1. Strategy is developed by the visionary chief executive in _____ mode of strategic management.
 - a. Planning mode
 - b. Adaptive mode
 - c. Strategic mode
 - d. Entrepreneurial mode
2. What are the means by which long term objectives will be achieved?
 - a. Strategies
 - b. Policies
 - c. Strength
 - d. Opportunities
3. When an industry relies heavily on government contracts, which forecasts can be the most important part of an external audit?
 - a. Economic
 - b. Competitive
 - c. Political
 - d. Multinational
4. Corporate governance is concerned with:
 - a. Executive remuneration, disclosure of information, auditing and accounting procedures, and organizations' management structures
 - b. Elections to the board of directors
 - c. Relationships with national governments
 - d. Corporate-level strategy
5. Analysing the external environment and the organisations resources are part of the:
 - a. Functional level planning process
 - b. Determining the mission of the business
 - c. Financial planning process
 - d. Strategic planning process
6. An organisation increases its sales through greater marketing efforts, and expands its workforce and production capacity to cope with the increase in demand for its product, it is following a growth strategy in which growth is achieved through:
 - a. Unrelated diversification
 - b. Acquisition
 - c. Merger
 - d. Direct expansion
7. According to the BCG matrix SBU comprising products in an attractive industry but representing little market share would be referred to as:
 - a. A cash cow
 - b. A star
 - c. A dog
 - d. A question mark

8. A company offers unique products that are widely valued by customer, it is likely to follow a:
 - a. Differentiation strategy
 - b. Combination strategy
 - c. Focus strategy
 - d. Cost-leadership strategy
9. In the sketch of the BCG matrix, what is the label of the vertical axis?
 - a. Market growth rate
 - b. Business strength
 - c. Market share
 - d. Industry growth rate
10. The following are considered grand strategies (corporate strategies), except for:
 - a. A retrenchment strategy
 - b. Strategic business units
 - c. A growth strategy
 - d. Related diversification
11. What do Cash Cows symbolize in BCG matrix?
 - a. Remain Diversified
 - b. Invest
 - c. Stable
 - d. Liquidate
12. Marketing strategy is a _____ type of strategy.
 - a. Business level
 - b. Growth strategy
 - c. Corporate strategy
 - d. Functional strategy
13. Two reasons for mergers and acquisitions are:
 - a. To increase managerial staff and to minimize economies of scale
 - b. To reduce tax obligations and increase managerial staff
 - c. To create seasonal trends in sales and to make better use of a new sales force
 - d. To provide improved capacity utilization and to gain new technology
14. _____ refers to the purposes an organization strives to achieve.
 - a. Strategic Intent
 - b. Strategic Formulation
 - c. Strategic Implementation
 - d. Strategic Control
15. _____ Strategy is often considered as entrepreneurial strategy where firm develops and introduce new products and markets or penetrate markets to build share.
 - a. Expansion Strategy
 - b. Retrenchment Strategy
 - c. Combination Strategy
 - d. Stability Strategy
16. Bargaining power of customers is high if:
 - a. Differentiation of competitors' product is low
 - b. Switching costs are low for substitute products
 - c. The buyer has little information about the market
 - d. The buyer requires a high quality product for own production
17. Which of the following requires a firm to establish annual objectives, devise, policies, motivates employees and allocate resources for the execution of strategies?
 - a. Strategy formulation
 - b. Strategy evaluation
 - c. Strategy implementation
 - d. Strategy estimation
18. Which strategies aim at improving internal weakness by taking advantage of external opportunities?
 - a. SO
 - b. WO
 - c. SW
 - d. ST

19. Stability strategy is a _____ strategy.
- a. Corporate level
 - b. Business level
 - c. Functional level
 - d. Strategic level
20. The slowest way to grow a business is likely to be through:
- a. A merger
 - b. Outsourcing
 - c. Internal development
 - d. A strategic alliance
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(Descriptive)

Time : 2 Hr. 30 Mins.

Marks : 50

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

1. Discuss the SWOT & PESTEL method of external environment scanning. 10
2. Explain Porter's five forces model approach of competitive analysis. 10
3. What are the characteristics of strategic decision making? Explain Mintzberg's modes of strategic decision making. 5+5=10
4. What do you mean by CSR? Explain Carroll's pyramid of CSR for modern business environment. 2+8=10
5. a) What are the benefits of strategic management? 5+5=10
b) What are the responsibilities of Board of Directors?
6. What do you mean by strategic management? Explain the process of strategic management. 2+8=10
7. Discuss the different options to enter into a foreign market. 10
8. Explain the BCG Matrix with the help of an example - using a brand's product lines. 10

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