

M.COM
Fourth Semester
STRATEGIC MANAGEMENT
(MCM – 401)

Duration: 3Hrs.

Full Marks: 70

Part-A (Objective) =20
Part-B (Descriptive) =50

(PART-B: Descriptive)

Duration: 2 hrs. 40 mins.

Marks: 50

Answer any four from Question no. 2 to 8
Question no. 1 is compulsory.

1. Discuss the meaning of Corporate Governance. Examine the role and responsibilities of the Board of Directors in Strategic Management. (3+7=10)
2. Discuss the process of Strategic Decision making. (10)
3. Explain Pestle Analysis taking the case of a major e-commerce company. (10)
4. Elaborately discuss Porter's Approach to industry analysis. (10)
5. How Mission & Vision statement are formulated? Distinguish between Mission and objectives. (5+5=10)
6. Write notes on: (5+5=10)
(a) Competitive Tactics (b) Five Step Feedback Model
7. Discuss various important issues in Financial Strategy. (10)
8. Examine the Impact of Internet on strategic Evaluation & Control. (10)

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Duration: 20 minutes

Marks – 20

(PART A - Objective Type)

I. Choose the correct answer:

1×20=20

1. Micro environment is the environment of a company.
(A) Working (B) Human
(C) External (D) Internal
2. Strategic management is mainly the responsibility of
(A) Lower management (B) Middle management
(C) Top management (D) All of the above
3. Like roots of a tree, _____ of organization is hidden from direct view.
(A) Performance (B) Strategy
(C) Core competence (D) All of the above
4. Techniques used in environmental appraisal are
(A) Single-variable extrapolation/multivariable interaction analysis.
(B) Structured/ unstructured expert/inexpert opinion.
(C) Dynamic modes and mapping.
(D) All of the above.
5. Horizontal integration is concerned with
(A) Production (B) Quality
(C) Product planning (D) All of the above
6. The means by which long-term objectives will be achieved are
(A) Mission statements (B) Strategies
(C) Vision statements (D) Long-term goals
7. 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.
8. _____ approach involves delivering parts and materials as needed rather than being stockpiled.
(A) JIT (B) MBO
(C) PERT (D) CAD-CAM

9. All of these, except _____, are part of Porter's competitive forces in industry analysis Strategic Management.
(A) potential entry of new competitors (B) bargaining power of suppliers
(C) development of substitute products (D) bargaining power of union
10. Internal strengths and weaknesses are usually
(A) the major cause of organizational demise or success.
(B) controllable activities within an organization.
(C) most important for CEOs and the board of directors.
(D) not as important as external opportunities and threats.
11. Strategic management allows an organization to be more
(A) complacent (B) proactive
(C) authoritarian (D) reactive
12. The main purpose of corporate governance is:
(A) To separate ownership and management control of organisations.
(B) To maximise shareholder value.
(C) To separate ownership and management control of organisations and to make organisations more visibly accountable to a wider range of stakeholders.
(D) To ensure that regulatory frameworks are adhered to.
13. The desire for more accountability of public sector organisations has resulted in:
(A) Pressure on all public sector organisations to be operated on a profit making basis.
(B) Public sector managers to become more professional.
(C) Public sector organisations to develop plans for their strategic development.
(D) An increased proportion of independent members on governing bodies.
14. It is possible to identify different levels of strategy in an organisation, these are:
(A) Corporate; strategic business unit; operational.
(B) Corporate and functional.
(C) Strategic and tactical.
(D) Corporate and business unit.
15. An organisation's mission can be defined as:
(A) The overriding purpose in line with the values or expectations of stakeholders.
(B) The overriding purpose regardless of the values or expectations of stakeholders.
(C) The organisation's business plan.
(D) The desired future state of the organisation.
16. The purpose of analysing an organisation's strategic position is:
(A) To understand the operational and corporate requirements of an organisation.
(B) To understand the strategic position of the organisation in terms of its strategic capability and the expectations and purposes of stakeholders.
(C) To understand the strategic position of the organisation in terms of its external environment, the strategic capability of the organisation and the expectations and purposes of stakeholders.
(D) To evaluate the resources necessary to translate strategy into action.

17. Strategic choices require an understanding of:

- (A) the underlying bases for future strategy at business unit and corporate levels; the options for developing strategy in terms of directions and methods of development.
- (B) the business environment, the competition and the strategic capability of the organisation.
- (C) The key drivers of change.
- (D) The organisational strengths and weaknesses.

18. A design view of strategy refers to:

- (A) The systematic, rational way in which strategy is always developed in organisations.
- (B) The pulling together of ideas that develop from different parts of the organisation.
- (C) Pulling together the different decisions made throughout an organisation so as to develop a coherent overall strategy.
- (D) The deliberate positioning of the organisation through a rational, analytic, structured and directive process.

19. The ideas lens suggests that ideas for new strategies develop as a result of:

- (A) The ideas of top managers and strategic planners.
- (B) The variety and diversity of ideas competing with each other within an organisation.
- (C) A fast changing and often unpredictable environment requiring new responses from organisation.
- (D) B and C above.

20. Which of the following statements describes how the design, experience and ideas lenses help explain strategy development processes?

- (A) Strategic planning processes are explained through the design lens. The experience lens and ideas lens are not relevant.
- (B) The way in which organisational politics contributes to strategy development is explained through the experience lens.
- (C) Logical incrementalism is best understood in terms of the ideas lens.
- (D) All three lenses help explain different strategy development processes that are observable in organisations.
