

**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.

**(Objective)**

Marks: 20

*Choose the correct answer from the following:*

*1 × 20 = 20*

- What is the main focus of Value Chain Analysis in organizational analysis?
  - External Environment
  - Internal Operations
  - Market Trends
  - Macro Environment
- Two reasons for mergers and acquisitions are:
  - to increase managerial staff and to minimize economies of scale
  - to reduce tax obligations and increase managerial staff
  - to create seasonal trends in sales and to make better use of a new sales force
  - to provide improved capacity utilization and to gain new technology
- What is a characteristic of franchising as an international entry option?
  - Limited control over the business operations
  - Minimal financial investment
  - High level of global control
  - Limited brand exposure
- \_\_\_\_\_ strategy is often considered as entrepreneurial strategy where firm develops and introduce new products and markets or penetrate markets to build share.
  - Expansion Strategy
  - Retrenchment Strategy
  - Combination Strategy
  - Stability Strategy
- What do timing tactics focus on in gaining a competitive advantage?
  - Product quality
  - Market entry timing
  - Cost reduction
  - Branding
- Bargaining power of customers is high if:
  - Differentiation of competitors' product is low
  - Switching costs are low for substitute products
  - The buyer has little information about the market
  - The buyer requires a high quality product for own production
- How is a vision statement different from a mission statement?
  - Mission focuses on values, vision on short-term goals
  - Vision focuses on values, mission on long-term goals
  - They are interchangeable terms
  - Vision focuses on purpose, mission on future objectives



8. 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
9. Carroll's model of social responsibility includes the social responsibilities categories of \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_ plus those at the discretion of the firm.
  - a. consumerism; discrimination; environment
  - b. ethical responsibilities; discrimination; legal responsibilities
  - c. ethical responsibilities; legal responsibilities; economic responsibilities
  - d. occupational safety; legal responsibilities; economic responsibilities
10. Stability strategy is a \_\_\_\_\_ strategy.
  - a. corporate level
  - b. business level
  - c. functional level
  - d. strategic level
11. Mintzberg's model categorizes strategic decisions into three categories?
  - a. Entrepreneurial, adaptive, and planning
  - b. Entrepreneurial, learning, and planning
  - c. Enterprise, adaptive, and cognitive.
  - d. Entrepreneurial, adaptive, and learning
12. 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
13. What phase of strategic management involves setting specific objectives and action plans?
  - a. Environmental Scanning
  - b. Strategy Formulation
  - c. Strategy Implementation
  - d. Evaluation & Control
14. 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
15. McDonalds is deciding whether to expand into manufacturing kitchen equipment in China. At what level is this decision likely to be made?
  - a. Business
  - b. Corporate
  - c. Functional
  - d. International
16. 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

17. In Value Chain Analysis, which activity involves transforming raw materials into finished products?
- a. Inbound Logistics
  - b. Operations
  - c. Outbound Logistics
  - d. Marketing and Sales
18. A company offers unique products that are widely valued by customer, it is likely to follow:
- a. Differentiation strategy
  - b. Combination strategy
  - c. Focus strategy
  - d. Cost-leadership strategy
19. What is the term for groups of firms within an industry that follow similar strategies and have similar characteristics?
- a. Industry Clusters
  - b. Business Networks
  - c. Strategic Groups
  - d. Market Segments
20. What do Cash Cows symbolize in BCG matrix?
- a. Remain Diversified
  - b. Invest
  - c. Stable
  - d. Liquidate

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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. Discuss the stages involved in the strategic management process.  | 10     |
| 2. a) Explain Carroll's model of CSR for modern business environment.<br>b) How is Carroll's view of CSR different from that of Milton Friedman's view?                              | 8+2=10 |
| 3. a) What do you mean by strategic management?<br>b) What are the roles and responsibilities of Board of Directors?   | 2+8=10 |
| 4. a) Explain the VRIO framework that contributes to a company's ability to achieve and maintain a competitive advantage.<br>b) Briefly explain the concept of value chain analysis. | 6+4=10 |
| 5. a) What are the ways in which you can compete in the industry based on the Porter's Generic Competitive Strategies?<br>b) Briefly explain about the GE Business Screen.           | 6+4=10 |
| 6. Explain Porter's five forces approach of competitive industry analysis with relevant examples.  | 10     |
| 7. Explain the BCG Matrix with the help of relevant examples (using a brand's product lines).  | 10     |
| 8. Discuss the different strategic options that firms can undertake to enter into a foreign market and expand its operations globally.   | 10     |

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