



BIJU PATNAIK INSTITUTE OF IT & MANAGEMENT STUDIES
2nd SEMESTER (BATCH: 2019-21)
CLASS TEST - I
Corporate Strategy (18MBA208)

Total Marks : 30

Time: 1.30 Hours

I. Answer all the following:

[10x1=10]

- a. What all constitute Internal Environment for a business organization?
- b. Under External Environment, Public comes under the Micro or Macro category?
- c. What does PESTEL stand for?
- d. How is SWOC different to SWOT?
- e. What are the benefits of having a Vision?
- f. What is Hierarchy of Strategy?
- g. What is the purpose of creating SBU?
- h. In Porter's Value Chain, what all comes under Primary Activities? Mention those in logical sequence.
- i. What are the building blocks of Competitive Advantage?
- j. How is Threat of Substitutes different to Threats of New Entrants?

II. Answer any two of the following :

[5x2=10]

- a. What are the five forces in Porter's 5 Force Competitive Analysis. Briefly narrate each one and try to give example from actual industry.
- b. Why is Strategic Management Process needed for an organization? Briefly explain each element in a logical sequence.
- c. Under Porter's Generic Strategies, what is the difference between Differentiation Leadership and Differentiation Focus? Try to give examples from actual industry to explain.

III. Answer any two of the following :

10x1=10

- a. If you are to create a new business organization, how will you prepare the Strategic Intent and Hierarchy of Strategy for this? Give details in terms of Vision, Mission, Objectives and briefly mention about the levels of strategy, in such a manner that the nature of business, sector and industry will be clearly understood.
- b. You have been appointed as Head of the Business Strategy for a newly launched Fast Food chain. Using the Porter's Generic Strategies model, prepare a Competitive Advantage strategy plan. Explain to justify your decision for whichever path you chose.



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I. Answer the following: (Answer All)

10x1=10

1. Strategic management is a capstone, integrative course. Explain the statement.
2. What is the difference between functional level strategy and operational level strategy?
3. What is the difference between goals and objectives?
4. Do you think that every organization should have a business model? Why or why not?
5. Distinguish between strategy and tactics.
6. Define Strategic Intent.
7. What is the difference between corporate level strategy and operational level strategy?
8. Differentiate between vision and mission statement.
9. In what way SWOC analysis is different from SWOT?
10. What is the significance of mission?

II. Short Notes (Any Two)

5x2=10

1. Critically analyze and compare the SBUs of any two leading FMCG brand.
2. Discuss the hierarchy of strategies differ from company to company.
3. You were assigned to write the vision statement for BIITM. Take the help of process of envisioning and do it.

III. Long Questions (Any One)

10x1=10

1. What is strategic management? Describe the process of strategic management. Draw a neat chart showing comprehensively the different elements in the strategic management process?
2. What is the relevance of environmental scanning for a business? Explain SWOT & ETOP as important tools for environmental scanning.
