

Registration No :

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Total Number of Pages : 02

MBA
18MBA208

2nd Semester Regular Examination 2018-19

CORPORATE STRATEGY

BRANCH : MBA

Time : 3 Hours

Max Marks : 100

Q.CODE : F922

Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right hand margin indicate marks.

Part- I

Q1 Only Short Answer Type Questions (Answer All-10) (2 x 10)

- 'Vision is the lofty aspiration of an organization'. Do you agree? Briefly explain your answer?
- Differentiate 'strategic plans' from 'tactical plans'?
- Differentiate 'remote strategic environment' from 'operational strategic environment' with appropriate examples.
- What are the characteristics of Strategic Business Units (SBUs)?
- What do you mean by strategic intent?
- Differentiate 'merger' from 'acquisition' in the strategic management context?
- Profit strategy under the 'stability strategies' is an artificial profit. Justify?
- What do you mean by 'steering control' in the context of strategic management?
- What are the characteristics of sustainable competitive advantages?
- Give two examples of 'concentric diversification' and 'conglomerate diversification' respectively?

Part- II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)

- The techniques like Strategic Advantage Profile (SAP) and Environmental Threat Opportunity Profile (ETOP) can complement to each other with their results as the inputs to the strategy formulation by an organization. Justify?
- Make a comparative SWOT analysis of any PSU of Government of Odisha against the any similar private limited company?
- Explain the importance of organizational structures and organizational leadership to the strategic implementation?
- Rapid changes in global business environment and various levels of globalization of neighboring countries are putting some definite impact not only on the corporate strategies but also on business level strategies and functional strategies of Indian organization. Give your evaluative comments on the above view-point.
- Explain 'balanced score card' and its relevance to the strategic implementation?
- What is 'core competency'? Explain, how the core competency can lay-down the foundation for desired competitive advantages of the organization?
- "Objectives are the specific, quantifiable and measurable targets and goals are the approaches towards the objectives of the organization". Justify this viewpoint with appropriate example(s)?
- Explain Michael E. Porter's generic strategies along their advantages and disadvantages?
- Explain the McKinsey's 7s Framework and its applicability for the evaluation of strategies?

- j) Explain various types of retrenchment strategies along their applicability?
- k) What do you mean by 'strategic control'? Explain, how operational control logically flows from the strategic control in any organization?
- l) Give your comments as a research consultant on the politics, power, and conflicts while implementing a unanimously chosen a strategy?

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

- Q3** What are the draw-backs of BCG matrix? Explain, how these drawbacks are addressed by GE business screen? Explain, how these port-folio matrices are rudimental in nature so far as the modern entrepreneurial investment? **(16)**
- Q4** Make the logical relationships between corporate level strategies, business level strategies, and functional strategies with appropriate examples? **(16)**
- Q5** What do you mean by 'mission statement' of an organization? What are the characteristics of an ideal mission statement? Explain the process and mechanism of formulating the 'mission' of an organization? **(16)**
- Q6** Explain, how the organization growth with 'concentration' is different from organization growth with 'diversification', with appropriate examples? **(16)**

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Total Number of Pages : 03

MBA
15MNG401

4th Semester Regular / Back Examination 2017-18
STRATEGIC MANAGEMENT

BRANCH : MBA

Time : 3 Hours

Max Marks : 100

Q.CODE : C126

Answer Question No.1 and 2 which are compulsory and any four from the rest.
The figures in the right hand margin indicate marks.

Q1 Fill in the Blanks :

(2 x 10)

- a) ABC Corp. is centering on the objective of low cost, high quality, on time production by curtailing idle productive facilities and workers. The ABC corp. is taking advantage of a -----system.
- i) JIT
 - ii) LIFO
 - iii) FIFO
 - iv) Highly mechanized
- b) The "balanced scorecard" supplies top managers with a -----view of business.
- i) Long term financial
 - ii) Detailed and complex
 - iii) Simple and routine
 - iv) Comprehensive
- c) When a company controls and integrates more than one stage of the supply chain, is known as ----- integration.
- i) Vertical integration
 - ii) Horizontal integration
 - iii) Conglomerate integration
 - iv) None of the above
- d) In BCG matrix, the cell representing high industry growth rate with low relative market share is known as -----
- i) Star
 - ii) Cash cow
 - iii) Problem child
 - iv) Dog
- e) ----- is adding new unrelated products or services to the present product portfolio.
- i) Concentric diversification
 - ii) Conglomerate diversification
 - iii) Horizontal diversification
 - iv) Vertical diversification

f) Arrangement where one party gives another party the rights to use its trademark as well as shares technical know how to operate business and in return takes royalty is known as -----.

- i) Franchising
- ii) Outsourcing
- iii) Retailing
- iv) None of the above

g) A firm outsources many of its value chain activities compared to a firm that does everything in-house, this is likely to incur-----

- i) High transaction cost, lower control
- ii) Higher transaction cost, higher control
- iii) Lower transaction cost, higher control
- iv) Lower transaction cost, lower control

h) Strategic alliances are formed to gain-----.

- i) Competitive advantage
- ii) Synergy
- iii) Exchange of technical know-how
- iv) All the above

i) Porter's generic strategy encompasses-----

- i) Low price, differentiation, focus
- ii) Cost leadership, differentiation, focus
- iii) Price leadership, differentiation, focus
- iv) None of the above

j) ----- is a type of strategic control.

- i) Premise control
- ii) Inventory control
- iii) Budgetary control
- iv) Quality control

Q2 Answer the following questions :

(2 x 10)

- a) What do you understand by strategic intent?
- b) What problems can an imprecise and unclear mission create for an organization?
- c) Why strategic alliances are formed?
- d) Propose the factors to be taken into account while setting objectives.
- e) What do you mean by implementation control?
- f) Write the hierarchical levels of strategic management.
- g) State the two dimensions used to build a GE nine cell matrix?
- h) How core competence leads to competitive advantage?
- i) What do you mean by consolidation?
- j) What is cost leadership?

Q3

Discuss the conditions under which joint ventures are created, what strategic issues are involved and the benefits and drawbacks in joint venture.

(15)

- Q4** A bank wishes to review its marketing plans and policies in order to make them compatible with its business strategy of focused differentiation on corporate customers and high net worth individuals in urban centres in India. Suggest the major elements of the marketing plans and policies the bank should consider implementing. **(15)**
- Q5** With the help of a schematic diagram explain the various components of a Value chain Analysis in detail. **(15)**
- Q6** Why strategic evaluation is important to organizations? What types of barriers are commonly faced during evaluation? Discuss a few strategic control techniques usually adopted by corporate. **(15)**
- Q7** Outline the prime objectives behind Business Portfolio management. Discuss GE nine cell matrix with a schematic diagram. **(15)**
- Q8** Write short notes on any TWO : **(5 x 3)**
- a) Vertical integration
 - b) Mckinsey 7-s Framework
 - c) Franchising

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MBA
15MNG401

4th SEMESTER REGULAR EXAMINATION 2016-17

STRATEGIC MANAGEMENT

BRANCH:MBA

Time: 3 Hours

Max Marks: 100

Q. Code:Z454

Answer Question No.1 and 2 which are compulsory and any four from the rest.

The figures in the right hand margin indicate marks.

Q1

Fill up the gaps in the following questions

(2x 10)

- a) Developing a vision and mission , identifying an organization's external opportunities and threats , and determining internal strengths and weaknesses are all _____ activities of an organization

Strategy formulation ii) Strategy implementation
iii) Long- range planning iv) Short – range planning

- b) The _____ answers the questions " what do we want to become?" whereas _____ answers the question "what is our business?"

Vision; Mission statement ii) Short term objective ; long term objective

iii) Objective; strategy
iv) Goals; objectives

- c) All of these , except _____ are the part of Porter's competitive forces in industry
Potential entry of new competitors
Bargaining power of the suppliers
Development of substitute products
Bargaining power of the unions

- d) _____ is adding new unrelated products or services to the product portfolio of the company

Concentric diversification ii) Conglomerate diversification
iii) Horizontal integration iv) Vertical integration

- e) _____ strategy would be effective when the new products have a counter cyclical sales patterns compared to an organization present products

i) Forward integration ii) Retrenchment
iii) Horizontal diversification iv) Market penetration

- f) In _____ scenario , a joint venture is likely to be more attractive than acquisition

i) Horizontal integration ii) Vertical integration
iii) New market entry iv) Large resource pool

- g) Divestment is a _____ kind of strategy

i) An asset reduction strategy ii) A weakness reduction strategy
iii) A product reduction strategy iv) A cost reduction strategy

h) Turnaround strategy involve change at _____ level of strategy
i) Corporate ii) Functional
iii) Operational iv) All levels

i) Core competence leads to _____.
i) Competitive advantage ii) Synergy
iii) Cost leadership iv) None

j) _____ is one of the four quadrants of the BCG growth- share Matrix, where a SBU has a small market share in a rapidly growing industry.
i) Star ii) Cash cow
iii) Problem child iv) Dog

Q2 Answer briefly the following questions (2x10)

- a) State the competitive forces that a firm faces.
- b) Why a clear strategic intent is desirable?
- c) Write the hierarchical levels of strategic management.
- d) Why does strategic management fail?
- e) Differentiate between conglomerate and concentric diversification.
- f) Outline the hierarchy of strategic management
- g) Why strategic alliances are formed?
- h) Define cash cow.
- i) What is entrepreneurial mode of strategic decisions making?
- j) Name the 7s of Mckinsey 7-S framework.

Q3 Discuss the rationale behind Mergers and Acquisitions. Taking the help of a recent M & A, explain the various issues pertaining to the same. (15)

Q4 Discuss the importance and relevance of Business portfolio management. With a schematic diagram explain GE nine cell matrix. (15)

Q5 How strategic management process can be carried out smoothly? Discuss the steps involved in it. (15)

Q6 With a schematic diagram explain value chain analysis. Enumerate the various steps involved in it. (15)

Q7 Explain the barriers to strategic evaluation process. How that can be overcome? Discuss a few controlling techniques frequently used in the sphere of strategic management. (15)

Q8 Write short notes on- (any three) (5x3)

- a) Balance score card
- b) Competitive advantage
- c) Joint venture
- d) Diversification

STM-7

Registration no:

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Total Number of Pages: 02

MGT-401

FOURTH SEMESTER EXAMINATION 2016

STRATEGIC MANAGEMENT

Branch : MBA

Time : 3 Hours

Max Marks : 70

Q. CODE: MGT-401

Answer Question No.1 which is compulsory and any five from the rest.

The figures in the right hand margin indicate marks.

Q1 Answer briefly the following questions: (2 x 10)

- State the characteristics of an SBU falling under cash cow category.
- Write the hierarchical levels of strategic management.
- Why is concentric diversification strategy adopted?
- Name the competitive forces that a firm faces.
- How cost leadership can be attained ?
- How core competence leads to competitive advantage?
- Why a clear strategic intent is desirable ?
- What is de-merger? Cite two examples for it.
- Differentiate between goals and objectives of a company.
- State the various modes of strategic decision making.

Q2 Select a company which is a market leader in a competitive industry in India (You could , for instance, take Hindustan Unilever in the FMCG industry). Identify the sources of competitive advantage of your chosen company. (10)

Q3 Discuss the rationale behind Business portfolio management. With a schematic diagram explain GE nine cell matrix. (10)

Q4 Why mergers & acquisitions take place? Discuss the various issues pertaining to M & A. (10)

- Q5 Explain the barriers to strategic evaluation process. How that can be overcome? Discuss a few controlling techniques frequently used in the sphere of strategic management. (10)
- Q6 Suggest an approach through which strategists could narrow down the range of the environmental factors they have to focus upon. (10)
- Q7 With the help of a schematic diagram explain the various components of Value chain Analysis in detail (10)
- Q8 Write short notes on- (5 x 2)
- a) Vertical Integration
 - b) Balance score card.

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Total number of printed pages – 3

MBA
MGT 401

Fourth Semester Regular Examination – 2015

STRATEGIC MANAGEMENT

BRANCH : MBAR

QUESTION CODE : J 121

Full Marks – 70

Time : 3 Hours

*Answer Question No. 1 which is compulsory and any **five** from the rest.*

The figures in the right-hand margin indicate marks.

1. Answer the following questions :

2×10

- (a) What are the possible strengths of an organization identified as part of the SWOT analysis ?
- (b) State the options for achieving cost competitiveness.
- (c) What is value chain partnership ?
- (d) What are the generic building blocks of competitive advantage ?
- (e) How conglomerate diversification is different from concentric diversification ?
- (f) Name the generic strategies suggested by Porter.
- (g) Why joint ventures are formed ?
- (h) What are the various levels of strategy that firms should consider ?
- (i) State the parameters used in balanced score card in evaluating projects.
- (j) What role strategic intent plays in the formulation of a corporate level strategy ?

P.T.O.

2. Read the following case study carefully and answer the following questions.

10

GlaxoSmithKline Consumer Healthcare is leveraging on Horlicks' brand equity to get into new categories. The company has decided to use the brand to get into new categories. In these recent times, it has launched biscuits for children, a nutrition drink for women, an energy bar and chilled milk. This company has succeeded in segmenting the customer base by catering for specific needs of women at the same time cashing in on the increasing population of children with Horlicks. More could follow in the days to come. GSK Consumer Healthcare Managing Director Zubair Ahmed believes the new products will make a meaningful contribution to the company's top line in the next few years.

65 percentage of India is less than 30 years of age. With Junior Horlicks, launched in 1995, GSK Consumer Healthcare had positioned a product exclusively for children between the ages of two and five. The Junior Horlicks brand has grown to become a Rs.150 crore brand. The company launched Junior Horlicks biscuits subsequently. Later, the company had reached out to pregnant and lactating mothers with Mother's Horlicks; last year it came up with Women's Horlicks catering for women across age groups. "The idea is to address all age groups". There is Horlicks Lite for the elderly who often have a sugar problem and for the youth we have Horlicks Nutribar which we launched in recently." Says Ahmed.

With Horlicks Nutribar, positioned on the twin planks of health and convenience, GSK Consumer Healthcare has leveraged the brand to venture into an entirely new product category- energy cereal bars. While the company hopes that Horlicks Nutribar will chip in with about Rs.100-150 crore of revenues in five years, it hasn't stopped there. In April this year, it invited consumers to taste its summer drink called horlicks Chilled Doodh(milk), available in four flavors. It is conceded that the product will be up against some keen competition in the Rs.45 crore chilled milk category from Amul Kool and strong regional players like MAFCO in Mumbai, but it is anticipated that the

brand can pull in revenues of Rs.50-100 crore in about five years-more than the current market size.

- (a) Explain the brand extension strategies adopted by GSK.
 - (b) If you are appointed as a brand manager in GSK what strategies you would craft to retain the leadership position ?
3. "Strategies most often fail because they aren't executed well". Discuss the critical components of the strategy execution process. 10
 4. "Strategic alliance is difficult cooperative strategy to manage. Yet, like most things difficult to manage, the ultimate rewards are enticing". Justify the statement with suitable corporate examples. 10
 5. Discuss how BCG growth share matrices can be used effectively by firms to allocate resources. 10
 6. Enumerate the reasons for mergers and acquisitions. Discuss the pivotal issues in M and A to be addressed by the corporate. 10
 7. What do you understand by SAP and ETOP analysis ? Discuss the various environmental components to be scanned before formulating a strategy. 10
 8. Identify the use and purpose of qualitative standards in strategic evaluation. Discuss the steps in evaluation process highlighting the evaluation barriers and the ways to overcome such barriers. 10

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Total number of printed pages – 2

MBA
MBA 402

Fourth Semester Regular Examination – 2014

STRATEGIC MANAGEMENT

BRANCH : MBA

QUESTION CODE : F 431

Full Marks – 70

Time : 3 Hours

Answer Question No. 1 & 2 which are compulsory and any **four** from the rest.

The figures in the right-hand margin indicate marks.

1. Answer the following questions : 2×10

- What is an SBU ?
- What is understood by retrenchment ?
- Differentiate between objective and goal.
- What is understood by stability ?
- What do you understand by acquisition ?
- What is value chain ?
- What is understood by strategic choice ?
- What is understood by strategic alliance ?
- What do you understand by generic strategies ?
- What does BCG stand for ?

2. Case Study : 10

Rival Technologies of Singapore is a software development company dealing with clients mostly based in USA. Many of the clients are Fortune 500 companies. This only goes on to prove that Rival Technologies is considered as one of the top notch companies in the industry, even by its rivals across the world. Over only last five years of its existence, Rival Technologies has become a multibillion dollar company of repute and has truly become a rival for others in the industry. The key to its success has been getting the job always done on time with almost no flaw. The dedication and hard work of its intelligent employees have been the corner stone of the success story written by the company. The company has recently bagged a huge order from a Fortune 500 company to add another feather to its already colorful cap. More orders are in the pipe line for Rival Technologies, as its dynamic marketing team has been in the hunt for the same with their guns all set to hit the bull's eye and grab the kill.

Analyze the case of Rival Technologies well, and write befitting vision and mission statements for the company.

3. What is strategic management process ? Explain it in detail with example. 10
4. Differentiate between vertical and horizontal integration. Take the example of a corn flakes manufacturer and explain the concepts elaborately. 10
5. What is a Balance Score Card ? Explain it in detail, and lay down a situation to further corroborate your answer. 10
6. How is corporate planning done ? Explain it with an appropriate example. 10
7. Why is environmental analysis required ? Explain internal and external environmental analyses with the example of a company. Do use the same in the form of an example. 10
8. Explain the BCG Matrix thoroughly well. Explain through the matrix when a product should be continued, when should it be given further boost, and when should it be discarded. Give your reasons for the same. 10

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Total number of printed pages – 2

MBA
MBA 402

Fourth Semester Examination – 2013

STRATEGIC MANGEMENT

QUESTION CODE : A 416

Full Marks – 70

Time : 3 Hours

Answer Question No.1 & 2 which are compulsory and any **four** from the rest.

The figures in the right-hand margin indicate marks.

1. Answer briefly the following questions : 2 × 10
 - (a) What is strategic intent ?
 - (b) Define cash cow.
 - (c) Why strategic alliances are formed ?
 - (d) What is competitive advantage ?
 - (e) Differentiate between vision and mission.
 - (f) Write the hierarchical levels of strategic management.
 - (g) What is Conglomerate diversification ?
 - (h) Define SBU.
 - (i) What is de-merger ?
 - (j) What is cost leadership ?
2. Stylex Textile Pvt Ltd. is a vertically integrated textile manufacturer, covering value chain operations ranging from spinning, weaving, and processing to finished readymade garments. It consolidated its core business of textiles and divested its non-related businesses of steel, oil, and soap and integrated forward into retailing. All this required embarking on an expansion strategy through integration, added focus in internationalization and future diversification into the related field of textile e-commerce.

P.T.O.

For putting its integration strategy into action an expenditure of about Rs. 800 crores has to be incurred. The finance for putting strategies into action is sourced through long term loan, foreign currency, convertible bonds and internal accruals.

Critically analyze and comment on the corporate strategy adopted by STPL that is exiting from non-core businesses and focusing on textiles only through forward integration. 10

3. Describe the strategic management process. What mechanism would you suggest so that the right strategic plan is formulated ? 10
4. Discuss McKinsey's 7-S framework, highlighting its importance and scope in corporate strategy. 10
5. Why strategic evaluation and control is carried out ? Discuss a few controlling techniques frequently used in the sphere of strategic management. 10
6. Explain BCG matrix, highlighting its importance as well as its limitations if any. 10
7. Why SAP and ETOP analysis is done ? Discuss the environmental scanning process, taking into account both external and internal environment. 10
8. Write short notes on : 5×2
 - (a) Diversification
 - (b) Amalgamation

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Total number of printed pages – 3

MBA
MBA 402

Fourth Semester Examination – 2012

STRATEGIC MANAGEMENT

Full Marks – 70

Time : 3 Hours

Answer Question No. 1 and 2 which are compulsory and any **four** from the rest.

The figures in the right-hand margin indicate marks.

1. Answer the following questions briefly : 2 × 10
 - (a) What is a winning strategy ?
 - (b) Define mission statement.
 - (c) What are the uses of balanced scorecard ?
 - (d) What is the difference between business strategy and corporate strategy ?
 - (e) What are the factors through which industry dominated economic forces can be identified ?
 - (f) What is unrelated diversification ?
 - (g) What are the factors that are useful to implement BCG matrix ?
 - (h) What is corporate culture ?
 - (i) State two barriers for strategic evaluation.
 - (j) State two benefits of using BCG matrix.

2. CASE STUDY

10

Hyundai Motor Co., poised to earn the most profit among Asian carmakers this year, will step up its campaign to weaken Suzuki Motor Corp.'s loosening grip on India's automobile market with a new hatchback. The Seoul-based company has introduced the Eon, its cheapest model in India so far, with a price starting from 269,999 rupees (\$5,496). Maruti Suzuki India Ltd., which

P.T.O.

sells the nation's best-selling Alto car starting from 235,413 rupees, unveiled a version of the model with features including leather seats and an upgraded audio system.

Hyundai, led by Chairman Chung Mong-Koo, has gained market share worldwide from Toyota Motor Corp. and Honda Motor Co. as Japanese carmakers reel from a strong yen and disruptions stemming from the record earthquake that devastated the country in March. The move raises the pressure on Maruti Suzuki, which has seen its share of Asia's third-largest car market drop amid mounting competition and a labor strike that's hobbled output.

"The Eon is going to be the biggest headache for Maruti," said Deepesh Rathore, the New Delhi-based India head of IHS Automotive. "It is unfortunate timing for Maruti as they're struggling with the labor issue. The Eon is going to add to those problems." Maruti declined 2.5 percent to 1,058.25 rupees, the lowest since July 2009, at the close in Mumbai trading. Hyundai gained 2.2 percent to 212,000 won, the highest since Aug. 3, in Seoul. Hyundai expects to sell 140,000 to 150,000 Eon cars a year, Arvind Saxena, Hyundai's India director for sales and marketing, said at a press conference in New Delhi today.

Compacts and mini-cars accounted for more than 75 percent of total passenger-car sales in the nation in the year ended March 31, according to data released by the Society of Indian Automobile Manufacturers. Maruti had 43 percent of the total Indian passenger-car market in the six months ended September, compared with 20 percent for Hyundai, the data show. The industry group lowered its growth forecast to as low as 2 percent for the year ending March 31. In July, the group said it expected sales to rise 10 percent to 12 percent. Deliveries are forecast to grow at the slowest pace in three years after the Reserve Bank of India raised interest rates 12 times since mid-March 2010 to rein in inflation, driving down demand for cars in a country where about 80 percent of purchases are funded by loans. "With rising interest rates and fuel prices, people will opt for cheaper and more fuel efficient cars," Saxena said. "The Eon should be the best-selling model in the near future." The Korean automaker's India passenger-car sales rose

5 percent to 180,616 in the first six months of the fiscal year, bucking a 1.4 percent industry wide sales decline, according to data from the industry group. The Indian unit of Suzuki Motor Corp. stopped production at its factory in Manesar, near New Delhi, on Oct. 7, the third time since June, 2011 when the workers went on strike for 11 days to demand recognition of an employees' union and better working conditions. The disruptions have taken a toll on deliveries, which fell 12 percent to 390,878 cars in the April to September period, according to the industry group. The introduction of the Eon "will increase the competition in the segment," said Yaresh Kothari, an analyst with Angel Broking Ltd. in Mumbai who has an "accumulate" rating on Maruti. "Hyundai still doesn't have the kind of reach Maruti has, but it will be tough for Maruti."

- (i) "The Eon is going to be the biggest headache for Maruti" Critically analyze and comment on the statement.
- (ii) Considering the present scenarios suggest some competitive strategies that Maruti should follow in order to retain its market share.

- 3. Explain the concept of strategy and its implications in the present economic scenario. 10
- 4. Discuss with a schematic diagram, the various components of value chain analysis. 10
- 5. Discuss the various types of mergers and acquisitions. Explain the financial and managerial issues related to M and A. 10
- 6. Why and how strategic alliance is advantageous ? Is it applicable to all the sectors of the economy ? 10
- 7. Explain the importance of studying business portfolio analysis. Discuss BCG matrix in detail. 10
- 8. Explain strategic evaluation and discuss the controlling techniques usually implemented in corporate. 10

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Total Number of Pages: 1

MBA
MBC 601

Special Examination – 2011
STRATEGIC MANAGEMENT AND ENTREPRENEURSHIP

Time: 3 Hours

Max. Marks: 70

Answer Question No.1 which is compulsory and any five from the rest.
The figures in the right-hand margin indicate marks.

1. Answer the following questions briefly.: 2x10
 - (a) Write the qualities of a successful entrepreneur.
 - (b) Differentiate between Vision and mission of a company.
 - (c) What is joint venture? Cite one example for it.
 - (d) Explain the prime objectives of EDP.
 - (e) What is relative market share? How is it different from market share?
 - (f) What is SBU?
 - (g) What is the fundamental difference between strategies and tactics?
 - (h) What do you mean by amalgamation?
 - (i) What is the meaning of inbound logistics in a value chain?
 - (j) Name the generic strategies suggested by Porter.
2. Explain porter's five forces model with suitable corporate examples. 10
3. What is Entrepreneurial motivation? Discuss the factors responsible for Entrepreneurial motivation. 10
4. With the help of a schematic diagram explain the various components of a Value chain Analysis in detail. 10
5. Write short notes on- 5x2
 - (a) Core Competence and Competitive advantage.
 - (b) SWOT analysis
6. Explain BCG matrix with the help of a 2x2 matrix diagram. 10
7. What is Strategic management process? Explain briefly the steps involved in a strategic management process. 10
8. Discuss the relevance of EDP. Discuss the steps of EDP process. 10

Total No. of Questions : 8

Registration Number:

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Total No. of pages: 2

MBA
MBC601

Special Examination – 2010

STRATEGIC MANAGEMENT AND ENTREPRENEURSHIP

Full Marks – 70

Time: 3 hrs

Answer Question No. 1 which is compulsory and any five from the rest.

The figures in the right- hand margin indicate marks

1. Answer the following questions briefly: 2×10
 - (a) Mention the two dimensions used to build a GE nine cell Matrix.
 - (b) Differentiate between Vision and Mission of a company.
 - (c) What is Strategic Advantage Profile (SAP)?
 - (d) Highlight a few reasons for forming strategic alliances.
 - (e) How differentiation strategy can enhance the competitive advantage of a company?
 - (f) What leads Entrepreneurial Mobility?
 - (g) What is the difference between a market share and a relative market share?
 - (h) How entrepreneurial competencies on traits, help the entrepreneur to deliver superior performance?
 - (i) Differentiate between concentric and conglomerate diversification.
 - (j) Define SBU.
2. What is Strategic Management? Explain the steps involved in a Strategic Management Process. 10
3. Explain Porter's five forces model, considering any organization in an industry of your choice. 10
4. Write notes on **any two**: 5×2
 - (a) Value Chain Analysis.
 - (b) Entrepreneurial Motivation.
 - (c) Vertical Integration
5. What is Entrepreneurship? Explain the essential characteristics and functions of an Entrepreneur. 10

6. Discuss the nature of the inter-relationship that exists between the formulation and implementation of strategy. Provide examples of such an inter-relationship. 10
7. Highlight the main objectives of an Entrepreneurship Development Programme (EDP). Also explain the steps and strategies involved in an EDP process. 10
8. What is Business Portfolio Analysis? Why is it carried out? Construct a BCG Matrix and explain the steps involved in it. 10

Total number of printed pages – 3 MBA (New)

MBE 621

Sixth Trimester Examination – 2010

STRATEGIC FINANCIAL MANAGEMENT

Full Marks – 70

Time : 3 Hours

*Answer Question No. 1 which is compulsory
and any **five** from the rest.*

*The figures in the right-hand margin
indicate marks.*

1. Answer the following questions : 2×10
- (a) Write two activities that are not called "Corporate Restructuring".
 - (b) What is buyback of shares ? Why companies re-purchase its own share ?
 - (c) What is Value chain analysis ?

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- (d) What is cost reduction ?
 - (e) What are the tools used in Financial Engineering ?
 - (f) What do you mean by absolute control over a company in acquisition ?
 - (g) What is a special purpose vehicle ? How it is used in Leverage buyout ?
 - (h) What is kaizen ? Write down its utilization.
 - (i) Why companies go for international merger and acquisition ?
 - (j) Write down two limitations of balance scorecard.
2. What is activity based costing ? What are its objectives ? Discuss the steps involved in installation of ABC system. 10
3. What is balanced scorecard ? How does it help in financial planning ? 10
4. What is Economic Value Added ? Discuss its procedure, merits and demerits ? 10

5. What do you mean by benchmarking ? What are the pre-requisites of benchmarking ? 10
6. What do you understand by the term "Leverage buyout" ? Explain the steps in it with suitable example. 10
7. What are the various methods of acquiring control over a target company ? 10
8. Write short notes on any **two** : 5×2
 - (a) Target Costing
 - (b) Cost pool
 - (c) Balance score card
 - (d) Total Quality Management.