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Roll No.

# MBA + MBATM
## (SEM III) THEORY EXAMINATION 2022-23
## STRATEGIC MANAGEMENT

*Time: 3 Hours* *Total Marks: 100*

**Note:** Attempt all Sections. If require any missing data; then choose suitably.

## SECTION A

**1. Attempt *all* questions in brief.** **2 x 10 = 20**

a. Define Strategic Management.
b. Describe different levels of strategy.
c. Differentiate between concentric and conglomerate diversification.
d. Briefly describe the Resource Based View (RBV) Analysis.
e. Briefly describe Value Chain and its importance in strategic management?
f. Discuss functional strategies.
g. Describe Stages of Corporate Development.
h. What is McKinsey's 7'S framework?
i. Briefly explain benchmarking.
j. Discuss Strategic Audit.

## SECTION B

**2. Attempt any *three* of the following:** **10 x 3 = 30**

a. Explain the concept of Strategic Decision Making. Discuss the strategic decision making process with suitable example.
b. Why environmental scanning is needed for Business organisations? As a manager, which factors will you need to consider for environmental scanning?
c. Compare the stability and expansion strategies. Under what circumstances is turnaround strategy expected to be successful? When divestment strategy likely to be better than turnaround strategy?
d. "A well formulated strategy can also miserably fail if it is not implemented efficiently". Comment and also state the importance of leaders in strategy implementation.
e. What is strategic control? Discuss the process and importance of strategic control.

## SECTION C

**3. Attempt any *one* part of the following:** **10 x 1 = 10**

a. Define Strategy. Why do organisations need strategies?
b. What do you mean by 'Strategic Management Process'? Explain the various steps that include in the Strategic Management Process.

**4. Attempt any *one* part of the following:** **10 x 1 = 10**

a. Bring out the difference between Vision and Mission with the help of suitable examples. What are the elements and characteristics of good Mission statements?
b. How will you interpret Michel Porter's five forces model for the purpose of determining industry attractiveness? Also discuss in brief the pros and cons of differentiation strategy.

**5. Attempt any *one* part of the following:** **10 x 1 = 10**

a. What is a Strategic Alliance? What are the reasons for a company to form a Strategic Alliance?
b. What are the conditions, risks and benefits of Cost Leadership, Differentiation and Focus strategies? Is it possible for a company to follow a cost leadership, differentiation and focus

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strategies simultaneously? Why or why not?

**6. Attempt any *one* part of the following: 10 x 1 = 10**

a. What do you mean by strategic Implementation? Write role of organizational leadership in strategy implementation.

b. What is the use of GE Nine Cell planning grid? Taking example of a corporate house, apply the GE Nine Cell analysis.

**7. Attempt any *one* part of the following: 10 x 1 = 10**

a. Discuss the Balance Score Card. Outline the four perspectives of the balance Score card.

b. Write note on- a) Primary measures of corporate performance b) Types of controls

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