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(2064)

14909

MBA 3rd Semester Examination

Strategic Management (N.S.)

MBA-301

Time : 3 Hours

Max. Marks : 60

The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

SECTION - A

1. Write short comments on the following *ten* statements stating whether a statement is true or false.
 - (a) Strategic Management is an attempt to organise qualitative and quantitative information in a way that allows effective decisions to be made and implemented under conditions of uncertainty.
 - (b) Vision statement conveys the reason for existence, whereas mission statement spells out as to how will it be achieved.
 - (c) Cash represent the organisation's best long-run opportunities for growth and profitability.
 - (d) Differentiation is the ability of a company or a business unit to design, produce and market a comparable product more efficiently than its competitors.
 - (e) Changing a strategy to fit an existing culture is not as effective as changing a firm's culture to fit a new strategy.
 - (f) Economies of scale and economies of scope are one and same and can exist only in a multi-business organisation.

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[P.T.O.]

- (g) Value-chain analysis is a tool to examine competitive advantage of a firm.
- (h) Licensing and franchising are same concepts.
- (i) Objectives form hierarchy.
- (j) Conglomerate diversification is not good for a business.
(10×2=20)

SECTION - B

2. Answer any *four* of the following:
- (a) Discuss the role of leadership in strategy implementation.
 - (b) How are strategies evaluated?
 - (c) What is corporate restructuring?
 - (d) Explain strategic intent.
 - (e) What is Porter's five forces model?
 - (f) What are harvesting and retrenchment strategies?
(5×4=20)

SECTION - C

3. Answer any *two* of the following:
- (a) What is SWOT analysis? Explain with the help of an example.
 - (b) What are business level generic strategies? Explain with the help of suitable examples.
 - (c) What is BCG matrix? How is it different from Shell's Directional Policy Matrix?
 - (d) Write an essay on 'Balanced Score Card'. (10×2=20)