

DURATION: 2 ½ HOURS

MARKS: 75

Note: 1) All the Questions are compulsory
2) Figure to the right indicate full marks

Q 1. A. Fill in the blanks (attempt any 8 out of 10)

8

- 1) _____ is any part of the Business Organization, which is treated separately for strategic management purpose. (Strategic Business Unit, Functional department, Project)
- 2) _____ strategies help take decision on the advertising of the products and the sales of the same. (Marketing, Operational, Production)
- 3) A _____ strategy means to produce goods & services that fulfil the needs of a small (niche) group of customers. (Focus, Product Development, Cost Leadership)
- 4) _____ level strategies include areas such as Marketing, Human Resource, Finance & Operations. (Corporate, Business, Functional)
- 5) _____ are guides to decision making and address repetitive or recurring situations. (Strategies, Business Policies, Business Models)
- 6) _____ integration occurs when a producing firm starts undertaking the marketing & distribution of the same product. (Backward, Horizontal, Forward)
- 7) Stability, Growth, Retrenchment etc. are types of _____ level strategies. (Business, Functional, Corporate)
- 8) _____ developed the five forces model that, determine industry competition. (Michael Porter, Ansoff, BCG)
- 9) _____ strategy aims to reduce the size, diversity, markets or products of an organization. (Diversification, Market development, Retrenchment)
- 10) _____ quadrant in BCG Matrix represent business units having a large market share in a mature industry. (Cash Cows, Stars, Question Marks)

Q 1. B. State whether the statements are true or false (attempt any 7 out of 10)

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- 1) The Business level of strategic management consists of CEO & Directors of Board.
- 2) The basic purpose of environmental scanning is to help management detect the mistakes done in the past by the organization.
- 3) Growth strategies are narrow, short-term plans.
- 4) Stars in BCG Matrix represent business units having a large market share in a mature market.
- 5) Strengths & Weaknesses are internal factors over which business has fair control.
- 6) Extreme competition among existing players is a threat to profitability and makes the market unattractive to new entrants.
- 7) Benchmarking must be conducted against the best companies & business functions.
- 8) Corporate strategies are usually devised by the lower level management of business.

- 9) Strategy, structure & systems are the soft elements in the McKinsey 7S model.
10) Concentric Diversification is when a firm enters a totally new area or business.

- Q.2** a) What are the various levels of strategic management? Illustrate & give examples. **7.5**
b) What is a Business Policy? Stress its importance in effective management of business. **7.5**
OR
c) Discuss 'External' environment and its analysis for the strategic management of business. **7.5**
d) Discuss some strategies that companies follow during stable environment. **7.5**
- Q.3** a) Analyse the product portfolio of 'Amul' with the help of BCG Matrix. **7.5**
b) Discuss 'Diversification' strategy & its types with examples. **7.5**
OR
c) Explain GE 9 Cell Matrix with the help of diagram. **7.5**
d) Discuss 'Integration' strategy & its types. **7.5**
- Q.4** a) Discuss the Porter's 5 Forces Model with an example. **7.5**
b) What is 'Synergy'? Explain types of synergies to be established in business. **7.5**
OR
c) Explain strategies that can be used to overcome resistance to change. **7.5**
d) Discuss the steps in evaluation of strategy. **7.5**
- Q 5. Short Notes (Any 3)** **15**
1) Cost Leadership
2) Strategic Intent
3) Mission & Vision
4) Retrenchment
5) McKinsey 7S Model.
