

NOTE:

1. All questions are compulsory
2. All questions carry equal marks
3. Figures to the right indicate equal marks

Q1. Answer any two (7.5 marks each) 15

- a. Explain the nature and characteristics of Strategy.
- b. What is vision and mission statement and what are the essentials of vision and mission statement?
- c. What do you mean by strategy formulation, strategy implementation and strategy evaluation? Explain in brief the steps involved in strategy implementation.

Q2. Answer any two (7.5 marks each) 15

- a. Explain internal environment analysis.
- b. Explain in brief the different types of business level strategies.
- c. Explain Human resource strategy.

Q3. Answer any two (7.5 marks each) 15

- a. Explain BCG matrix
- b. What is strategy choice? Explain the process of strategy choice.
- c. Discuss the role of effective leadership in strategy implementation.

Q4. Answer any two (7.5 marks each) 15

- a. Bring out the importance of strategic evaluation.
- b. What are the reasons for organisational change?
- c. What are the individual factors of resistance to organisational change?

Q5. Case study 15

Chem Phos Ltd.

Chem Phos Ltd. was selling chemicals. Its chief executive officer, Mr. Jain believed in top to bottom style of management. The company incurred losses to an extent that it reached the stage of liquidation. A new chief executive officer, Mr. D'souza was appointed who took the following steps:

- i) He adopted turnaround strategy to convert the loss making company into profit making one.
- ii) He developed a manpower planning process to review policies with respect to appointments, dismissals and performance appraisals.
- iii) He implemented a management accounting system to cut down costs at divisional levels.

In the personnel department, change in strategy resulted in reduction in work force by about 15 per cent. A new policy of promotions from within was also introduced to

provide incentives to the existing work force to increase their efficiency. As a result, sales doubled and return on equity almost tripled.

QUESTIONS

1. Which grand strategy did the new chief executive officer adopt?(5Marks)
2. What other alternative strategic options were available to him? (5Marks)
3. Which was the appropriate strategy if the company carried on more than one line of business? (5Marks)

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