

**BUSINESS ENVIRONMENT, FUNCTIONS AND CORPORATE STRATEGY  
(CSBS 4101)**

**Time Allotted : 2½ hrs**

**Full Marks : 60**

*Figures out of the right margin indicate full marks.*

*Candidates are required to answer Group A and  
any 4 (four) from Group B to E, taking one from each group.*

*Candidates are required to give answer in their own words as far as practicable.*

**Group – A**

1. Answer any twelve:

**12 × 1 = 12**

*Choose the correct alternative for the following*

- (i) High Growth-High Share SBUs are known as?  
(a) Question Marks (b) Dogs  
(c) Stars (d) Cash Cows.
- (ii) What is the second stage of Strategic Management Process?  
(a) Strategy Implementation (b) Environment Scanning  
(c) Strategy Formulation (d) Strategy Evaluation.
- (iii) Which one of the following is placed at the bottom of the hierarchy of Strategic Intent?  
(a) Goals (b) Mission (c) Vision (d) Objectives.
- (iv) External Micro-environment can be analysed by  
(a) PESTEL (b) Resource Based View  
(c) Value Chain Analysis (d) Porter's Five Force Model.
- (v) Who propounded Product-Market Expansion Grid?  
(a) Igor Ansoff (b) John Nash  
(c) Max Weber (d) Kurt Lewin.
- (vi) What is denoted by 'R' in VRIO Framework?  
(a) Right (b) Range (c) Rare (d) Redesign.
- (vii) What is the first stage of Lewin's Model of Change?  
(a) Unfreezing (b) Freezing  
(c) Changing (d) None of the above.
- (viii) Who Propounded Generic Competitive Strategies?  
(a) Peter Drucker (b) Michael E. Porter  
(c) Philip Kotler (d) Alfred Marshall.
- (ix) How many levels are there in Strategy Pyramid?  
(a) 3 (b) 4 (c) 5 (d) 6.

- (x) GE Matrix was developed by  
 (a) BCG (b) KPMG  
 (c) McKinsey (d) PWC.

*Fill in the blanks with the correct word*

- (xi) Strategy Formulation starts with \_\_\_\_\_.
- (xii) \_\_\_\_\_ Organization Structure has a provision of dual-reporting.
- (xiii) The Balanced Score Card is used to measure \_\_\_\_\_ of strategic planning.
- (xiv) \_\_\_\_\_ strategy is about creating and capturing uncontested market space, thereby making the competition irrelevant.
- (xv) Outbound logistics is a \_\_\_\_\_ activity in a value chain.

### **Group - B**

2. (a) Briefly discuss the Strategic Management Process, mentioning its stages with the help of a diagram. [[CO1](Remember/LOCQ)]
- (b) Write down the distinguishing features of Strategic Management. [[CO1](Understand/LOCQ)]
- 8 + 4 = 12**
3. (a) Draw the hierarchy of Strategic Intent and briefly discuss its components. [[CO1](Understand/LOCQ)]
- (b) How is Policy different from the other components of Strategic Intent? [[CO1](Apply/IOCQ)]
- 8 + 4 = 12**

### **Group - C**

4. Conduct a Resource Based View analysis on Heritage Group of Institutions and comment on the kind of Competitive Advantages it has vis-à-vis other educational institutes. [[CO3](Analyse/HOCQ)]
- 12**
5. Assess the level of competition for any FMCG brand of your choice using Michael E. Porter's Five Forces Model. [[CO3](Analyse/HOCQ)]
- 12**

### **Group - D**

6. (a) What do you understand by Strategic Business Units (SBUs)? [[CO2](Understand/LOCQ)]
- (b) How can you allocate resources in various SBUs using BCG Matrix? Write your answer with suitable examples from corporate world. [[CO2](Apply/IOCQ)]
- 3 + 9 = 12**

7. (a) Draw and explain GE Matrix. [[CO2](Understand/LOCQ)]  
 (b) Why is GE Matrix considered as an improvement over BCG Matrix? [[CO2](Apply/IOCQ)]  
**8 + 4 = 12**

### Group - E

8. (a) Discuss the factors that lead to resistance to change. [[CO4](Understand/LOCQ)]  
 (b) As a manager, how can you overcome resistance to change? [[CO4](Apply/IOCQ)]  
 (c) What do you understand by Proactive and Reactive Change? [[CO4](Remember/LOCQ)]  
**5 + 5 + 2 = 12**

9. Write short notes on any two of the following topics:  
 (i) Balanced Score Card  
 (ii) Matrix Organization Structure  
 (iii) Span of Control. [[CO4](Remember/LOCQ)]  
**(6 + 6) = 12**

Cognition Level	LOCQ	IOCQ	HOCQ
Percentage distribution	52.08	22.92	25

**Course Outcome (CO):**

After the completion of the course students will be able to

- CO1. Impart different facets of controllable and uncontrollable forces to the business.
- CO2. Make aware how to allocate resources to multi-unit and single unit business organisation.
- CO3. Offer different analytical techniques for analysing and forecasting business environment.
- CO4. Explain students how to implement strategy considered for any business organisation.

*\*LOCQ: Lower Order Cognitive Question; IOCQ: Intermediate Order Cognitive Question; HOCQ: Higher Order Cognitive Question.*

