

STRATEGIC MANAGEMENT
(CBS3203)

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) Strategic management matches the organizational capabilities with the ____
(a) Environmental opportunities. (b) Customer satisfaction.
(c) Stakeholder interest. (d) Sales maximization.
- (ii) _____ should provide the managers and employees with a clear direction as to where the organization will be heading in future so as to facilitate strategy formulation in the same direction.
(a) Mission. (b) Vision
(c) Objective. (d) Goals.
- (iii) *Changes in the environment can change the _____ scenario*
(a) Employee. (b) Customer.
(c) *Competitive*. (d) None of the above.
- (iv) The RBV model uses _____ and capabilities to develop core competencies as a response to external environment.
(a) Internal resources (b) Human Resources
(c) Financial Resources (d) Marketing Resources
- (v) Strategic Analysis framework consists of three stages (i) Input (ii) Matching and (iii) _____.
(a) Decision. (b) Evaluation.
(c) SWOT. (d) Competitive.
- (vi) _____ strategy is primarily about the choice of direction for the corporation as a whole.
(a) Business. (b) Internal.
(c) Retrenchment. (d) Corporate.
- (vii) Strategy implementation is primarily a _____ process.
(a) Individual. (b) Planning.
(c) Intellectual. (d) Operational.

- (viii) _____ is a comparative method where a firm finds the best practices in an area and then attempts to bring its own performance in that area in line with the best practice.
 (a) *Benchmarking*.
 (b) Management By Objectives (MBO).
 (c) Management Information System (MIS).
 (d) SWOT Analysis.
- (ix) Strategic _____ is the final phase in the process of Strategic Management.
 (a) Evaluation and Control (b) Implementation.
 (c) Analysing. (d) Finding alternative strategy
- (x) SWOT analysis is a widely used framework to summaries a company's _____ situation and position.
 (a) Future (b) Current
 (c) Past (d) Competitor's

Fill in the blanks with the correct word

- (xi) Competitive Strategy is concerned with creating and maintaining a competitive _____ in each and every area of business.
- (xii) While a strategist uses SWOT Analysis for Micro Environment, _____ is used for Macro environment.
- (xiii) _____ is known as the last resort strategy.
- (xiv) Strategic evaluation generally operates at two levels: Strategic and _____.
- (xv) Balanced Scorecards helps an organization by translating the _____ into measurable parameters.

Group - B

2. (a) Explain in your own words the meaning of Strategic Management. *[[CO1](Understand/LOCQ)]*
 (b) Briefly discuss the five dimensions of Strategic Management? *[[CO1](Remember/LOCQ)]*
 (c) Describe at least four areas where Strategic Management benefits an organization? *[[CO1](Understand/LOCQ)]*
3 + 5 + 4 = 12
3. (a) What do you mean by Strategic Intent? *[[CO1](Remember/IOCQ)]*
 (b) Briefly state the various components of Strategic Intent. *[[CO2](Understand/IOCQ)]*
 (c) What are the various levels of Strategy Formulation? Briefly describe each level. *[[CO1](Understand/IOCQ)]*
2 + 4 + (2 + 4) = 12

Group - C

4. (a) "The micro environment includes factors in the immediate vicinity of the business that directly affect its day-to-day operations and ability to serve customers". In this context, discuss the key components of micro environment of an organization. *[[CO4](Remember/LOCQ)]*

- (b) What are the steps that are generally followed in SWOT analysis? [[C04](Remember/IOCQ)]
- (c) What do you understand by Value Chain Analysis? Explain. [[C04](Understand/IOCQ)]
- 3 + 4 + 5 = 12**
5. (a) Discuss the Strategic importance of Resources in a business organization. [[C01](Understand/LOCQ)]
- (b) “SPACE Matrix is used to determine the correct and appropriate strategy for an organization”. Discuss this statement mentioning the various Strategies mentioned in this matrix. [[C04](Analyse/IOCQ)]
- 6 + 6 = 12**

Group - D

6. (a) Briefly describe are the reasons for pursuing “Growth Strategy” by a company? [[C04](Analyse/IOCQ)]
- (b) Differentiate between Market Penetration and Market Development strategies. [[C04](Analyse/IOCQ)]
- 6 + 6 = 12**
7. (a) What do you mean by Business Level Strategy? [[C05](Remember/LOCQ)]
- (b) What are the areas in which Business Level Strategies revolve around? [[C05](Understand/IOCQ)]
- (c) Discuss with examples how “Cost Leadership” is a successful business strategy. [[C04](Understand/IOCQ)]
- 4 + 4 + 4 = 12**

Group - E

8. (a) Briefly discuss the nature of strategic implementation. [[C02](Analyse/LOCQ)]
- (b) Differentiate between Functional and Structural implementation of strategies. [[C02](Analyse/LOCQ)]
- 4 + 8 = 12**
9. (a) What is the purpose of Balanced Score Card and what benefits do an organization achieve from Balance Score Card? [[C06](Remember/LOCQ)]
- (b) Briefly describe the process of developing Balanced Score Card. [[C06](Understand/LOCQ)]
- (3 + 4) + 5 = 12**

Cognition Level	LOCQ	IOCQ	HOCQ
Percentage distribution	68.75	31.25	0

