

Exam SYBMS Semester III (2m00153) CBCGSS (R-2016-17)
Date: 31/10/2018
Sub: Strategic Management
Question paper code: 54257

Model Answer

Q.1 (A) Fill in the blanks

1. Organization
2. Hierarchy
3. Corporate
4. Regular
5. Internal
6. Human Resource
7. Staff
8. Analysis
9. Inevitable
10. Optimum

(B) True or False

1. True
2. False
3. False
4. True
5. True
6. False
7. False
8. False
9. False
10. False

Q.2 (a) what is Business policy? Explain the nature and features of it.

1. Related to objectives
2. Planned information
3. Specific
4. Stability
5. Flexibility
6. Comprehensive
7. Consistency

Q.2 (b) Explain briefly the different levels of strategy.

The three levels of strategy for a company are **corporate, business and functional**. Corporate strategy focuses on determining which businesses the company should be in. Business strategy develops competitive advantages within a business segment. Functional strategy operates at the level of marketing, operations and finance to ensure that each part of the company has strategies to support the business

OR

Q.2 (c) Explain briefly the process of strategic management

1. Developing Vision mission
2. Analyzing company's internal and external environment

3. Formulating strategy
4. Implementing strategy
5. Evaluating and controlling strategy

Q.2 (d) What is SBU? Explain its features

1. Division structure
2. Composition
3. Business entity
4. Sharing resources
5. Competitions
6. Better Managed

Q.3 (a) Explain internal environment analysis of business

1. Management philosophy
2. Organization s structure
3. Mission and objectives
4. Plans and policies
5. Human resources
6. Physical resources
7. Financial resources
8. Corporate image
9. Labour and management relations

Q.3 (b) Explain SWOT analysis with an example

Organization's Strengths, weaknesses, Opportunities and threat with any examples

OR

Q.3 (c) Explain external environment analysis of business

- An **external environment** is composed of all the outside factors or influences that impact the operation of **business**. The **business** must act or react to keep up its flow of operations. The **external environment** can be broken down into two types: the micro **environment** and the macro **environment**.
 - **Micro elements**: The suppliers, The resellers:/Channel Intermediaries/Dealers, customers Competition, general public/Society
 - **Macro**: Economic environment: International, Market, Political, Regulatory, Socio Cultural Environment, Technological Environment

Q.3 (d) Explain in brief the types of business level strategies

1. Cost leadership business strategy
2. Differentiation strategy
3. Focus strategy

Q.4 (a) Explain BCG matrix as technique of portfolio analysis with an example

1. Stars
2. Cash cows
3. Question marks

4. Dogs

Q.4 (b) Write a note on Mckinsey s 7 S framework

1. Strategy
2. Skills
3. Staff
4. Style
5. Systems
6. Structure
7. Shared values

OR

Q.4 (c) What is synergy? Explain the different types of synergy

1. Financial synergy
2. Management synergy
3. Sales synergy
4. Operational synergy
5. Investment synergy

Q.4 (d) Explain the different reasons for organizational change

1. Technology
2. Change in management philosophy
3. Change in top management
4. PLC
5. Environmental forces
6. Growth and expansion plans
7. Change in existing polices

Q.5 Write short notes

a) Vision

A vision statement is a company's road map, indicating what the company wants to become and guiding transformational initiatives by setting a defined direction for the company's growth.

b) Human resource strategy

HR strategy is long-term and focuses on workforce planning and workforce development from a forward-thinking perspective.

c) Differential strategy

When a firm is targeting customers in most or all segments of an industry based on differentiated product features, it is adopting a differentiation strategy.

d) Management of change

Organizational change is any alteration that occurs in the working of an organization. Changes are introduced in strategies , procedures , objectives, technology and people

e) GE s 9 Cell Matrix :

GE business screen includes : industry attractiveness in terms of growth rate , profitability , size, pricing practices , other possible opportunities and threats etc...with diagram
