

**MASTER OF COMMERCE
FOURTH SEMESTER
STRATEGIC MANAGEMENT
MCM-401**

(Use separate answer scripts for Objective & Descriptive)

Duration : 3 hrs.

Full Marks : 70

[PART-A : Objective]

Time : 20 min.

Marks : 20

Choose the correct answer from the following:

1x20=20

1. Strategy deals with _____.
 - a. Choice and direction of an organization
 - b. Demand
 - c. Product
 - d. All of the above
2. Strategic management is based on _____ objectives.
 - a. Corporate
 - b. Marketing
 - c. Financial
 - d. None
3. "Strategy as a pattern in a stream of decisions and actions." Who said this?
 - a. Michael E Porter
 - b. Henry Mintzberg
 - c. Yavitz
 - d. None of the above
4. Corporate level strategy is formulated by _____.
 - a. Regional managers
 - b. Supervisors
 - c. GMs & Directors
 - d. None of the above
5. Strategic Management begins with a _____.
 - a. Mission
 - b. Objective
 - c. Management
 - d. None of the above
6. Strategy intent includes _____.
 - a. Vision
 - b. Mission
 - c. Objectives
 - d. All of the above
7. SBU stands for _____.
 - a. Strategic Business Unit
 - b. Small Business Unit
 - c. Self-Business Unit
 - d. None of the above
8. BCG growth share matrix consists of _____ on x-axis.
 - a. Relative market share
 - b. Market growth rate
 - c. Sales growth rate
 - d. None of the above
9. Harvesting is least appropriate for _____.
 - a. Dogs
 - b. Stars
 - c. Question marks
 - d. None of the above
10. The ETOP is a tool of _____.
 - a. Environmental scanning
 - b. Strategy formulation
 - c. Strategy implementation
 - d. None of the above

11. Internal environment of an organization includes _____.
 - a. Weaknesses
 - b. Market price
 - c. Market forces
 - d. Strength
12. External environment of an organization includes _____.
 - a. Customers
 - b. Suppliers
 - c. Financier
 - d. All of the above
13. _____ strategy involves closing down a business organization and selling its assets.
 - a. Transformation
 - b. Divestment
 - c. Liquidation
 - d. Turnaround
14. The role of corporate strategy was proposed by:
 - a. Michael Porter
 - b. Carl Anderson
 - c. M Igor Ansoff
 - d. JB Miner
15. The concept of strategy is:
 - a. Recent
 - b. Ancient
 - c. Modern
 - d. None of the above
16. Strategy implementation includes _____ factors.
 - a. Structural
 - b. Project
 - c. Procedural
 - d. All of the above
17. The performance criteria is _____.
 - a. Objectives
 - b. Cost and planning
 - c. Output and cost
 - d. Rules and procedures
18. Business is affected by technological environment to a large extent because it affect the:
 - a. Profit of the firm
 - b. Operational efficiency
 - c. Products of the firm
 - d. Finances of the firm
19. Which is the component of retrenchment strategy?
 - a. Turnaround
 - b. Liquidation
 - c. Divestment
 - d. All of the above
20. A focus based strategy for a market segment is looking for _____.
 - a. Special product attribute
 - b. Planning
 - c. Coordinating
 - d. Budget

(PART-B : Descriptive)

Time : 2 hrs. 40 min.

Marks : 50

[Answer question no.1 & any four (4) from the rest]

1. What do you mean by strategic management? Explain the various phases of strategic management. 3+7=10
2. Discuss the need of SWOT analysis in an organization. Explain about Corporate value chain analysis. 3+7=10
3. Discuss elaborately about Porter's approach to industry analysis. 10
4. Explain along with examples about mergers and acquisitions. 5+5=10
5. Discuss the following marketing tactics- 5+5=10
 - a) Flanking Maneuver
 - b) Guerrilla Warfare
6. Discuss about International Portfolio Analysis. Mention the various advantages and limitations of Portfolio Analysis. 3+7=10
7. What is a strategic audit? Mention the role of strategic audit in a corporation. 3+7=10
8. What is an evaluation and control process and what is the importance of evaluation and control process for a corporation? 3+7=10

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