

**MASTER OF BUSINESS ADMINISTRATION  
THIRD SEMESTER [SPECIAL REPEAT]  
STRATEGIC MANAGEMENT  
MBA – 301**

**SET  
A**

**[USE OMR SHEET FOR OBJECTIVE PART]**

Duration: 3 hrs.

Full Marks: 70

Time: 30 mins.

Marks: 20

**(Objective)**

*Choose the correct answer from the following:*

*1 × 20 = 20*

1. Mintzberg's model categorizes strategic decisions into three categories?
  - a. Entrepreneurial, adaptive, and planning
  - b. Entrepreneurial, learning, and planning
  - c. Enterprise, adaptive, and cognitive.
  - d. Entrepreneurial, adaptive, and learning
2. In the sketch of the BCG matrix, what is the label of the vertical axis?
  - a. Market growth rate
  - b. Business strength
  - c. Market share
  - d. Industry growth rate
3. What phase of strategic management involves setting specific objectives and action plans?
  - a. Environmental Scanning
  - b. Strategy Formulation
  - c. Strategy Implementation
  - d. Evaluation & Control
4. Corporate governance is concerned with:
  - a. Executive remuneration, disclosure of information, auditing and accounting procedures, and organizations' management structures
  - b. Elections to the board of directors
  - c. Relationships with national governments
  - d. Corporate-level strategy
5. McDonalds is deciding whether to expand into manufacturing kitchen equipment in China. At what level is this decision likely to be made?
  - a. Business
  - b. Corporate
  - c. Functional
  - d. International
6. According to the BCG matrix, SBU comprising products in an attractive industry but representing little market share would be referred to as:
  - a. A cash cow
  - b. A star
  - c. A dog
  - d. A question mark
7. In Value Chain Analysis, which activity involves transforming raw materials into finished products?
  - a. Inbound Logistics
  - b. Operations
  - c. Outbound Logistics
  - d. Marketing and Sales

8. A company offers unique products that are widely valued by customer, it is likely to follow:
  - a. Differentiation strategy
  - b. Combination strategy
  - c. Focus strategy
  - d. Cost-leadership strategy
9. What is the term for groups of firms within an industry that follow similar strategies and have similar characteristics?
  - a. Industry Clusters
  - b. Business Networks
  - c. Strategic Groups
  - d. Market Segments
10. What do Cash Cows symbolize in BCG matrix?
  - a. Remain Diversified
  - b. Invest
  - c. Stable
  - d. Liquidate
11. What is the main focus of Value Chain Analysis in organizational analysis?
  - a. External Environment
  - b. Internal Operations
  - c. Market Trends
  - d. Macro Environment
12. Two reasons for mergers and acquisitions are:
  - a. to increase managerial staff and to minimize economies of scale
  - b. to reduce tax obligations and increase managerial staff
  - c. to create seasonal trends in sales and to make better use of a new sales force
  - d. to provide improved capacity utilization and to gain new technology
13. What is a characteristic of franchising as an international entry option?
  - a. Limited control over the business operations
  - b. Minimal financial investment
  - c. High level of global control
  - d. Limited brand exposure
14. \_\_\_\_\_ strategy is often considered as entrepreneurial strategy where firm develops and introduce new products and markets or penetrate markets to build share.
  - a. Expansion Strategy
  - b. Retrenchment Strategy
  - c. Combination Strategy
  - d. Stability Strategy
15. What do timing tactics focus on in gaining a competitive advantage?
  - a. Product quality
  - b. Market entry timing
  - c. Cost reduction
  - d. Branding
16. Bargaining power of customers is high if:
  - a. Differentiation of competitors' product is low
  - b. Switching costs are low for substitute products
  - c. The buyer has little information about the market
  - d. The buyer requires a high quality product for own production
17. How is a vision statement different from a mission statement?
  - a. Mission focuses on values, vision on short-term goals
  - b. Vision focuses on values, mission on long-term goals
  - c. They are interchangeable terms
  - d. Vision focuses on purpose, mission on future objectives



18. Which of the following requires a firm to establish annual objectives, devise policies, motivates employees and allocate resources for the execution of strategies?
- a. Strategy formulation
  - b. Strategy evaluation
  - c. Strategy implementation
  - d. Strategy estimation
19. Carroll's model of social responsibility includes the social responsibilities categories of \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_ plus those at the discretion of the firm.
- a. consumerism; discrimination; environment
  - b. ethical responsibilities; discrimination; legal responsibilities
  - c. ethical responsibilities; legal responsibilities; economic responsibilities
  - d. occupational safety; legal responsibilities; economic responsibilities
20. Stability strategy is a \_\_\_\_\_ strategy.
- a. corporate level
  - b. business level
  - c. functional level
  - d. strategic level

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**(Descriptive)**

Time : 2 Hr. 30 Mins.

Marks : 50

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

1. Discuss the stages involved in the strategic management process. 10
2.
  - a) Explain Carroll's model of CSR for modern business environment. 8+2=10
  - b) How is Carroll's view of CSR different from that of Milton Friedman's view?
3.
  - a) What do you mean by strategic management? 2+8=10
  - b) What are the roles and responsibilities of Board of Directors?
4.
  - a) Explain the VRIO framework that contributes to a company's ability to achieve and maintain a competitive advantage. 6+4=10
  - b) Briefly explain the concept of value chain analysis.
5.
  - a) What are the ways in which you can compete in the industry based on the Porter's Generic Competitive Strategies? 6+4=10
  - b) Briefly explain about the GE Business Screen.
6. Explain Porter's five forces approach of competitive industry analysis with relevant examples. 10
7. Explain the BCG Matrix with the help of relevant examples (using a brand's product lines). 10
8. Discuss the different strategic options that firms can undertake to enter into a foreign market and expand its operations globally. 10

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