

NEW

2017

M B A

4th Semester Examination

Subject : STRATEGIC MANAGEMENT

PAPER—404

Full Marks : 100

Time : 3 Hours

The figures in the right-hand margin indicate full marks.

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

Illustrate the answers wherever necessary.

1. Answer any *four* of the following questions : 4×5
- (a) What do you understand by environmental scanning?
 - (b) Define Strategic Management and also write its characteristics.
 - (c) What is expansion strategy? What are the different forms of expansion strategy?

(Turn Over)

- (d) What are the benefits of the concept of strategy ?
What are its pitfalls ?
- (e) Business strategy formulation is a continuous process. Give your comments.
- (f) Write a note on the evolution of strategic management.
- (g) What is 'SWOT' analysis ? Explain with an example.
- (h) Write a short note on business environment and its relevance in strategy making.
- (i) What do you mean by 'Corporate Portfolio Analysis' ?
What are the aims of Portfolio Analysis ?
- (j) Explain Environmental Threat and Opportunity Profile (ETOP) with the help of a suitable example.
- (k) Define strategic control and its types.
- (l) What do you mean by Cost Leadership Strategy ?
When does a company become the cost leader ?

2. Answer any *two* of the following questions : 2×10

- (a) What is a 'Strategic Business Unit' (SBU) ? Give a brief description of levels at which strategy operates in the organisation.

- (b) Write a note on different types of strategies which we may be implemented in the organisation.
- (c) Value Chain Analysis is an important technique for taking decisions relating to process reengineering and improvement. In this regard, discuss the model and its implications for decision-makers.
- (d) (i) Explain and illustrate Environmental Threat and Opportunity Profile (ETOP).
- (ii) How does the systematic approach to environment scanning differ from the processed-form approach ?
- (e) Define Retrenchment Strategy. In which conditions company adopts this strategy. Explain with the help of suitable examples.
- (f) Discuss BCG Growth-Share Matrix as a portfolio planning tool.

[Internal Assessment : 20 Marks]
