

2010

MASTER OF BUSINESS ADMINISTRATION

[Second Semester Examination]

(Business Policy and Strategic Management)

PAPER — 206

Full Marks : 100

Time : 3 hours

The figures in the right-hand margin indicate marks

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

Illustrate the answers wherever necessary

**Write the answers to questions of each Half
in separate books**

FIRST HALF

[Marks : 50]

(Turn Over)

1. Answer any *four* of the following : 5

(a) Briefly discuss the corporate level strategy.

(b) Strategy formulation is a continuous process
Give your views.

(c) What are the different reasons behind mergers
and acquisitions ?

(d) Explain the terms : 'mission' and 'vision'.

(e) What are the different characteristics of
strategic decisions ?

(f) What is meant by Strategic Advantage
Profile ?

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

(a) Explain the term 'environmental scanning'
Why is systematic scanning approach
required? State the different informationa
sources for environmental scanning. 5 + 2

- (b) (i) Discuss the reasons for 'diversification'.
- (ii) Highlight the synergy impact of diversification. 6 + 4
- (c) (i) Why is organisational appraisal required?
- (ii) Write a short note on core competency. 4 + 6

[*Internal Assessment* : 10 Marks]

SECOND HALF

[*Marks* : 50]

3. Answer any *four* questions : 5 x 4
- (a) What do you mean by Corporate Portfolio Analysis? What are the aims of Portfolio Analysis? 3 + 2
- (b) What are the criteria of judging efficiency or otherwise in utilising assets employed by a firm in its different SBUs? 5

- (c) Mention the strategic considerations : achieving cost competitiveness by a firm.
- (d) State the major points of difference between Strategic Control and Operational Control.
- (e) Explain the relevance of 'resource allocation'.
- (f) What is meant by 'Operational Control' ?

4. Answer any *two* questions :

- (a) Discuss BCG Growth-Share Matrix as portfolio planning tool.
- (b) (i) Mention the experience of some Indian companies in diversifying their portfolio.
- (ii) Write a short note on preventive control.

- (c) What is pure project organisation structure?
Discuss the advantages and disadvantages of
pure project organisation structure. 2 + 4 + 4

[*Internal Assessment*: 10 Marks]
