

2012

M B A

2nd Semester Examination

BUSINESS POLICY AND STRATEGIC MANAGEMENT

PAPER—206

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.

Write the answers to Questions of each Half in separate books.

(First Half)

(Marks : 50)

1. Answer any four of the following : 4×5
- (a) Discuss the concepts of Internal Analysis and Diagnosis. 5
- (b) Write a short note on core competence. 5
- (c) Discuss reasons and risks in diversification of business. 5

(Turn Over)

- (d) Explain the need of Joint Venture in corporate sector. 5
- (e) What do you understand by vision and mission of an organisation. 5
- (f) Distinguish between vertical and horizontal integration. 5

2. Answer any two of the following : 10×2
- (a) (i) Discuss the concept of strategic management.
- (ii) Describe the detail the process of strategic management. 5+5
- (b) (i) Explain and illustrate Environmental Threat & Opportunity Profit (ETOP).
- (ii) Explain the concept of strategic Advantage Profit. Give example. 5+5
- (c) Explain the role of merger and acquisition of facilitating corporate growth. 10
- (d) Write a detailed note on corporate turn around strategy. 5+5

[Internal Assessment : 10]

(Second Half)

(Marks : 50)

1. Answer any *four* of the following : 4×5
- (a) What do you mean by Corporate Portfolio Analysis?
What are the Objectives of Portfolio Analysis?
2+3
- (b) Briefly explain the differences between strategy formulation and strategy implementation.
5
- (c) What do you mean by time over-run and cost over-run? What factors are to be considered to avoid these undesirable state of affairs in implementing a project?
2+3
- (d) Write a short note on BCG matrix.
5
- (e) Mention the essential requirements of an effective evaluation and control system.
5
- (f) Explain the concept of value chain and Benchmarking in the context of strategic cost analysis.
5

2. Answer any *two* of the following : 2×10
- (a) Explain the tools and techniques used for judging financial position of SBUs of a firm's portfolio. 10
- (b) Discuss GE 9-cell Matrix as a tool for corporate portfolio planning. 10
- (c) (i) Strategic control is not same as operational Control. Elucidate.
- (ii) Structure follows strategy Elucidate. 5+5

[Internal Assessment : 10]
