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NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY, GREATER NOIDA

(An Autonomous Institute Affiliated to AKTU, Lucknow)

MBA

SEM: III - THEORY EXAMINATION (2024 - 2025)

Subject: Strategic Management

Time: 3 Hours

Max. Marks: 100

General Instructions:

IMP: Verify that you have received the question paper with the correct course, code, branch etc.

1. This Question paper comprises of three Sections -A, B, & C. It consists of Multiple Choice Questions (MCQ's) & Subjective type questions.

2. Maximum marks for each question are indicated on right -hand side of each question.

3. Illustrate your answers with neat sketches wherever necessary.

4. Assume suitable data if necessary.

5. Preferably, write the answers in sequential order.

6. No sheet should be left blank. Any written material after a blank sheet will not be evaluated/checked.

SECTION-A

20

1. Attempt all parts:-

- 1-a. The reason for the failure of strategic management. (CO1, K2) 1
- (a) Over-estimation
 - (b) Lack of management commitment
 - (c) Lack of employee commitment
 - (d) All of the above
- 1-b. Identify which one of the following does not seem to be an advantage of the strategic management. (CO1, K1) 1
- (a) Discharge board responsibility
 - (b) Provides a framework for decision-making
 - (c) Forces an objective assessment
 - (d) It can be expensive
- 1-c. The concept of value chain analysis was given by. (CO2, K1) 1
- (a) Sigmund Feud
 - (b) Michael Porter
 - (c) Philip Kottler
 - (d) Brian Adams
- 1-d. Under which component of PESTEL analysis, population growth, age distribution and health consciousness are described. (CO2, K4) 1
- (a) Political

- (b) Legal
 - (c) Social
 - (d) Technological
- 1-e. Identify which of the following determines industry attractiveness. (CO3, K2) 1
- (a) Level of competition
 - (b) Industry Size
 - (c) Demand Variability
 - (d) All of these
- 1-f. Identify which of the following are organizations with weak market share and low-growth markets. (CO3, K2) 1
- (a) Dogs
 - (b) Star
 - (c) Question mark
 - (d) Cash cow
- 1-g. Selling of a company all assets in parts for their tangible worth is called. (CO4, K1) 1
- (a) Divestiture
 - (b) Concentric diversification
 - (c) Liquidation
 - (d) Unrelated integration
- 1-h. A possible and desirable future state of an organization is called. (CO4, K1) 1
- (a) Mission
 - (b) Vision
 - (c) Strategy implementation
 - (d) Strategy formulation
- 1-i. The term strategy is derived from the word 'strategos' which means. (CO5, K2) 1
- (a) Tactics
 - (b) Leadership
 - (c) Generalship
 - (d) Management
- 1-j. Divestment is what kind of strategy. (CO5, K2) 1
- (a) An asset-reduction strategy
 - (b) A weakness reduction strategy
 - (c) A product-reduction strategy
 - (d) A cost reduction strategy

2. Attempt all parts:-

- 2.a. Briefly define strategic decisions. (CO1, K2) 2
- 2.b. Distinguish between competitive parity and competitive advantage. (CO2, K4) 2

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|------|---|---|
| 2.c. | Define stability strategy with an example. (CO3, K2) | 2 |
| 2.d. | Explain the basic approach used in strategic control. (CO4, K1) | 2 |
| 2.e. | Distinguish between innovation and invention. (CO5, K4) | 2 |

SECTION-B

30

3. Answer any five of the following:-

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|------|---|---|
| 3-a. | Briefly Explain importance of an effective strategy to a business organization. (CO1, K1) | 6 |
| 3-b. | Discuss the basic model of strategic management. (CO1, K3) | 6 |
| 3-c. | Define core competencies. Discuss the effects of core competencies on strategy formulation. (CO2, K4) | 6 |
| 3-d. | Distinguish between internal environment and external environment. (CO2, K4) | 6 |
| 3.e. | Discuss the diversification strategy of reliance industries with the help of recent examples. (CO3, K5) | 6 |
| 3.f. | Briefly explain common triggering events that act as stimuli for strategic change. (CO4, K2) | 6 |
| 3.g. | Describe in detail main determinants of suppliers' bargaining power. (CO5, K1) | 6 |

SECTION-C

50

4. Answer any one of the following:-

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| 4-a. | Discuss the impact of globalization on various strategies of MNCs. (CO1, K4) | 10 |
| 4-b. | Explain levels of strategy with suitable examples. (CO1, K1) | 10 |

5. Answer any one of the following:-

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|------|---|----|
| 5-a. | Discuss porter's five forces model with suitable examples. And also explain its impact on strategy formulation. (CO2, K3) | 10 |
| 5-b. | Business opportunities are enormous in cement industry. Suggest few strategies to Ultra Tech cement to increase its market share. (CO2, K5) | 10 |

6. Answer any one of the following:-

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|------|--|----|
| 6-a. | Describe the Ansoff Growth matrix in detail with examples. (CO3, K2) | 10 |
| 6-b. | Discuss the factors that motivate the Indian firms to enter in global markets. (CO3, K2) | 10 |

7. Answer any one of the following:-

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| 7-a. | Define strategic leadership. Discuss major tasks that a leader performs in an organization. (CO4, K4) | 10 |
| 7-b. | Define corporate social responsibility. Discuss the implications of CSR practices on strategy formulation. (CO4, K3) | 10 |

8. Answer any one of the following:-

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|------|---|----|
| 8-a. | Define balance scorecard approach. Discuss different ways in which it support the performance of other areas. (CO5, K2) | 10 |
| 8-b. | Suggest few strategies to Government of India to make India Viksit Bharat. (CO5, K2) | 10 |

K3)

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