

NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY ,GREATER NOIDA**(An Autonomous Institute Affiliated to AKTU, Lucknow)****MBA****(SEM: III THEORY EXAMINATION (2021-2022))****Subject: Strategic Management****Time: 3 Hours****Max. Marks:100****General Instructions:**

- All questions are compulsory. Answers should be brief and to the point.
- This Question paper consists of 3 pages & ...8...questions.
- It comprises of three Sections, A, B, and C. You are to attempt all the sections.
- **Section A** - Question No- 1 is objective type questions carrying 1 mark each, Question No- 2 is very short answer type carrying 2 mark each. You are expected to answer them as directed.
- **Section B** - Question No-3 is Long answer type -I questions with external choice carrying 6 marks each. You need to attempt any five out of seven questions given.
- **Section C** - Question No. 4-8 are Long answer type -II (within unit choice) questions carrying 10 marks each. You need to attempt any one part a or b.
- Students are instructed to cross the blank sheets before handing over the answer sheet to the invigilator.
- No sheet should be left blank. Any written material after a blank sheet will not be evaluated/checked.

| | | <u>SECTION – A</u> | | CO |
|-----------|---------------------------|--|------------------|------------|
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| 1. | Attempt all parts- | | [10×1=10] | |
| | 1-a. | The fundamental purpose for the existence of any organization is described by its a. Policies b. Mission c. Procedure d. Strategy | (1) | CO1 |
| | 1-b. | Which of the following is not a characteristic of Strategic Management that makes it different from other types of management? a. It is interdisciplinary. b. It has an external focus. c. It has an internal focus. d. It concerns the present direction of the organization. | (1) | CO1 |
| | 1-c. | Which of the following is not a part the Macro Environment? a. Laws & Policies b. Demographics c. Suppliers d. Social Values | (1) | CO2 |
| | 1-d. | Reducing the size of the firm in terms of number of employees, divisions or units and the number of hierarchal levels in the firm's organizational structures. a. Restructuring b. Structuring c. Reengineering d. Organizing | (1) | CO2 |

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| | 1-e. | Which strategy would be effective when the new products have a counter cyclical sales pattern compared to an organization's present products? a. Forward Integration b. Retrenchment c. Horizontal Diversification d. Market Penetration | (1) | CO3 |
| | 1-f. | In BCG matrix, _____ is the label of the horizontal axis. a. Relative Market Share b. Business Strength c. Industry Growth Rate d. Market Growth rate | (1) | CO3 |
| | 1-g. | What describes the market, product and technological areas of business? a. BCG Matrix b. GE Nine Cell matrix c. 7's Framework d. Company's Mission | (1) | CO4 |
| | 1-h. | Social responsibility is a critical consideration for a company's strategic decision makers since a. Stockholders demand it b. The mission statement must express how the company intends to contribute to the societies that sustain it c. It increases a company's profits d. It helps make decisions. | (1) | CO4 |
| | 1-i. | Which of the following is not Porter's Generic Strategy? a. Focus b. Market Segmentation c. Differentiation d. Cost Leadership | (1) | CO5 |
| | 1-j. | _____ is the foundation of Blue Ocean Strategy. a. Innovation b. Value Creation c. Value Innovation d. Value Cost Trade Off | (1) | CO5 |
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| 2. | Attempt all parts- | | [5×2=10] | CO |
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| | 2-a. | Define Strategic Management. | (2) | CO1 |
| | 2-b. | Enumerate the term External Environmental Factor Analysis. | (2) | CO2 |
| | 2-c. | Define the term 'Vertical Integration'. | (2) | CO3 |
| | 2-d. | Write a short note on Strategic Evaluation. | (2) | CO4 |
| | 2-e. | List out the elements of Red Ocean Strategy. | (2) | CO5 |
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| <u>SECTION – B</u> | | | | CO |
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| 3. | Answer any <u>five</u> of the following- | | [5×6=30] | |
| | 3-a. | List out and Explain the importance of Strategies. | (6) | CO1 |
| | 3-b. | Describe EFE Matrix with example. | (6) | CO2 |
| | 3-c. | Distinguish between Merger with Acquisition. Discuss types of mergers. | (6) | CO3 |
| | 3-d. | Discuss various techniques of Strategic Evaluation. | (6) | CO4 |
| | 3-e. | List out and explain the barriers in Strategy Implementation. | (6) | CO5 |

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| | 3-f. | Write a note about VRIO Framework. | (6) | CO2 |
| | 3-g. | Discuss Divestment as a tool of Strategy. | (6) | CO4 |
| <u>SECTION – C</u> | | | | CO |
| 4 | Answer any <u>one</u> of the following- | | [5×10=50] | |
| | 4-a. | Elucidate the elements of Strategic Management Process. | (10) | CO1 |
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| | 4-b. | Discuss in detail about levels of strategy. | (10) | CO1 |
| 5. | Answer any one of the following- | | | |
| | 5-a. | Explain the concept of Porter's Five Forces Model with appropriate examples. | (10) | CO2 |
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| | 5-b. | Write a brief note about the PESTEL Analysis. | (10) | CO2 |
| 6. | Answer any one of the following- | | | |
| | 6-a. | Explain the concept of Diversification Strategies. Discuss various reasons for adopting diversification strategies. | (10) | CO3 |
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| | 6-b. | Describe briefly about BCG Matrix with recent examples. | (10) | CO3 |
| 7. | Answer any one of the following- | | | |
| | 7-a. | Discuss in detail about Mc Kinsey's 7s Framework. | (10) | CO4 |
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| | 7-b. | Mention and explain the role of Ethics and Social Responsibility in Strategy Implementation and Control. | (10) | CO4 |
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| 8. | Answer any one of the following- | | | |
| | 8-a. | Discuss in brief about Balance Score Card. | (10) | CO5 |
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| | 8-b. | List out and explain the various Strategic Issues of Fragmented Industries with real time examples. | (10) | CO5 |