

**MBA(D) 4th Semester Examination, December 2018 (DDE)**

**[Session: Jan 17–Dec 18]**

**Subject : Strategic Management**

**Paper : MBD-401**

**Time: 3 Hours**

**Full Marks: 80**

*The figures in the margin indicate full marks.*

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

*Answer any five questions.*

1. (a) "... an organization's strategy is an overall approach, or a general pattern of behaviour, for achieving an organization's purpose..."—Explain this statement and discuss the characteristics of strategy.  
(b) Discuss the levels of strategy in a multi-business organisation.  
(c) What do you mean by strategic management? 6+8+2=16
2. (a) "Vision, mission and values have their distinct characteristics and play distinct roles in the development of the organisation"—Explain this statement and provide a conceptual overview of vision, mission and values.  
(b) Discuss the desirable aspects of an effective objective in the light of the SMART formula.  
(c) What do you mean by operational objectives? 8+6+2=16
3. (a) Describe the various entry barriers that prevent potential entrants from entering an industry and examine the cases where the intensity of rivalry increases among the existing players.  
(b) What issues need to be considered in undertaking competitor analysis? 10+6=16
4. (a) What do you mean by SWOT analysis and discuss the steps involved in undertaking this analysis and examine how strategists can use this analysis.  
(b) Discuss the support activities of a value chain and examine the significance of value drivers of a value chain. 8+8=16
5. Briefly describe the following —
  - (a) Risks associated with cost leadership
  - (b) Growth/expansion strategy
  - (c) Stability strategy
  - (d) Combination strategy 4+4+4+4=16

6. (a) Briefly discuss Porter's diamond model of national competitiveness.  
(b) Describe the strategies and issues that firms need to consider for competing in international market. 10+6=16
7. (a) Discuss the thrust areas of strategic advantage profile.  
(b) Examine the relationship between BCG matrix and product life cycle. 6+10=16
8. Write short notes on *any two* of the following: 8+8=16
- (a) Objectives at different organisational levels
  - (b) Miles and Snow's framework of strategic decision making
  - (c) Any two techniques for assessing a firm's competitive environment (excluding Porter's five forces model)
  - (d) Aspects of structural considerations in the context of strategy implementation
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