

MBA(D) 4th Semester Examination, June – 2019 (DDE)

[Session : July 2017–June 2019]

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) “Strategy is the determination of the basic long-term goals of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals” — Elucidate this statement and describe the different aspects of strategy.
(b) Briefly describe the strategic management process. 8+8=16
2. (a) “Clarifying strategic intent can come into different forms” — Discuss these forms with suitable examples.
(b) Discuss some ethical issues in strategic management. 12+4=16
3. (a) In the light of the threat of new entrants, discuss the expected retaliations of the existing players in an industry.
(b) What are the situations where the bargaining power of suppliers in an industry would increase?
(c) Examine the threat of substitutes products as an element of the five-forces model.
(d) State the aspects covered under industry analysis. 4+5+4+3=16
4. (a) What do you mean by SWOT analysis? What are its limitations?
(b) What do you mean by value chain analysis? What are its utilities?
(c) Provide an overview of the resource based view of the firm. 5+5+6=16
5. (a) Briefly describe the strategic choice process.
(b) Provide an overview of Organisational Capability Profile.
(c) What do you mean by Corporate Portfolio analysis? 5+9+2=16
6. (a) What are the different ways through which resource allocation is carried out?
(b) “A suitable organisation structure is essential to implement strategies.” — Discuss the implications of this statement and examine any two types of structure and their relationship with strategy. 6+10=16

7. (a) Discuss the nature of strategic evaluation and control in modern organisation.
(b) What is operational control? What are the steps associated with this type of control? 10+6=16
8. Write short notes on *any two* of the following: 8×2=16
- (a) Benchmarking
 - (b) Growth vs. stability strategy
 - (c) Emerging strategies in globalising market
 - (d) Institutionalisation of and Barrier to strategy implementation
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