Strategic Management

Date : 14.12.2022
Time : 10.00 a.m to 1.00 p.m.
Max. Marks : 70
Duration : 3 Hrs.

Instructions:
1. From Part A – answer all questions (compulsory). Each sub question carries 1 mark. Total : 20 Marks
2. From Part B – Answer any 3 questions out of 5 questions. Each question carries 10 marks. Total : 30 Marks
3. Part C is a case study (compulsory) with questions. Read the case study carefully and answer the questions Total: 20 Marks

Part – A

(Attempt all questions. Each sub question carries 1 mark.) [20 Marks]

Q1 Give the expansion of: [5 marks]
   a.  RBV  b.  CSF  c.  ERP  d.  FIBA  e.  ETOP

Q2. Fill in the blanks [5 marks]
   a.  __________ approach can be viewed as bottom-up approach
   b.  Corporate level strategies work towards the _________ and objective of an organisation
   c.  Financial restructuring takes place when there is __________ in sales because of certain adverse economic
       condition
   d.  The strategic capabilities can be divided into _____ categories.
   e.  Firm is successful in achieving______________ only after other firm’s effort to duplicate or imitate it are failed.

Q3.Write True or False [5 marks]
   a.  According to Pearce and Robinson, "Strategic choice is a decision which determines the future strategy of the
       firm"
   b.  Disinvestment strategy is the part of Retrenchment strategy
   c.  Economic environment of an organisation is influenced by Inflation Rate.
   d.  CII have introduced Corporate Governance
   e.  Horizontal Integration is merging two or more organisation or consolidating on business units

Q4. Matching Col “A” and Col “B” [5 marks]

<table>
<thead>
<tr>
<th>Column A</th>
<th>Column B</th>
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<tbody>
<tr>
<td>1. ETOP</td>
<td>A. Kaplan &amp; Norton</td>
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<tr>
<td>2. Balance Scorecard</td>
<td>B. Techniques for environmental analysis</td>
</tr>
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<td>3. Quantitative analysis</td>
<td>C. Peter Drucker</td>
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<tr>
<td>4. Management by objective</td>
<td>D. Sales Growth</td>
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<tr>
<td>5. Element of Mission statement</td>
<td>E. Market Description</td>
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PART-B

Write any three (3) of the following questions 10 marks each ) (30 Marks)

Q 5. Short Note on any of the 2 of the following : [2 x 5 = 10 marks]

A. TOWS MATRIX
B. Strategic LEAP Control
C. Balanced Scorecard
D. Matrix Structure

6. Explain the different levels of strategy practised in an organisation. Why is Mission statement needed for an organisation ? What are features of Mission statement? --[10 marks]

7. Why Competitive Analysis is so vital for any organisation ? Explain how this is done ? How Political & Economic factors effect an organisation? -- [10 marks]


9. Why Creativity is essential for organization in the present world ? What are the characteristics of a Creative organization? --- [10 marks]

Part C (Compulsory)

Q. 10) Read the case given below carefully and answer the questions at the end (20 marks)

ABC Limited is a large Global Semi conductors manufacturer company. Semiconductor Industry is growing and capacity is needed .The Firm faced significant competitive pressure from Asia .The firm can expand its existing operations in Turkey , Israel and Russia . Or to seek alternative site in China, Malaysia or Singapore .Should ABC expand the current capacity in Turkey , Israel and Russia or Open new Plants China, Malaysia or Singapore. The Management is very committed to meet the Customer demand and to bring innovation and Product variety

1. What are the External and Internal Environmental Analysis to be carried out

2. Frame justification with the pros and cons of different factors

3. Frame the Vision statement for the company .

4. Which option do you think will be most suitable, ie Either to expand existing operations or build alternate site. Prepare a Grand strategy for the same .

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