

BBA 5th Semester (Honours) Examination, 2022 (CBCS)

Subject : Strategic Management

Course : BBA-5.1

Time: 4 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 Question No. 1 and any five questions from the rest.

1. Answer any ten questions from the following: 2×10=20
- (a) “A vision describes aspirations for the future.”— Discuss.
 - (b) Define a strategy.
 - (c) State two examples of firm-level objectives.
 - (d) What do you mean by a focus strategy?
 - (e) What do you mean by value chain analysis?
 - (f) Define internal analysis and diagnosis.
 - (g) What do you mean by a growth strategy?
 - (h) State one reason for pursuing a growth strategy.
 - (i) State one test for assessing a core competence.
 - (j) What do you mean by a combination strategy?
 - (k) What do you mean by strategy implementation?
 - (l) State two important environmental factors that are relevant for firms in the IT sector.
 - (m) What do you mean by portfolio analysis?
 - (n) What do you mean by strategy evaluation?
 - (o) State one utility of SWOT analysis.
2. Discuss the important stages/phases involved in the process of strategic management. 12
3. Describe the various levels of strategy in a multi-business organisation. 12
4. “The state of competition in an industry depends on five basic forces...”. Elucidate this statement in the light of Porter’s Five-Forces model. 12

5. Provide an overview of any three internal factors that a manufacturing organisation needs to consider in the context of internal analysis and diagnosis. 12
6. In the context of grand strategy, discuss the following:
- (a) Difference between concentric and conglomerate diversification
 - (b) Any two types of stability strategy 6+6=12
7. Describe the BCG matrix and state its advantages. 12
8. In the context of strategy implementation discuss the following:
- (a) Resource allocation
 - (b) Structural consideration 6+6=12
9. Discuss the various aspects of functional strategies in the following areas:
- (a) Marketing
 - (b) Human Resource 6+6=12
10. Write short notes on *any two* of the following:
- (a) Process of strategic choice
 - (b) Mergers and acquisition
 - (c) Interrelationship between strategy formulation and implementation. 6+6=12