

BBA 5th Semester (Honours) Examination, 2024 (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.

I. Answer any ten questions:

2×10=20

- (a) What do you mean by a Corporate Strategy?
- (b) State one important benefit of strategic management.
- (c) State one factor that enhances the bargaining power of buyers.
- (d) State one factor that reduces the bargaining power of suppliers.
- (e) What are the three tests for core competencies as identified by Prahalad and Hamel?
- (f) State two important environmental factors that affect firms in the information technology industry.
- (g) What do you mean by Strategic Advantage Profile or Internal Factor Evaluation Matrix?
- (h) What are two types of focus strategy?
- (i) What do you mean by environmental diagnosis?
- (j) Describe a Pause/Proceed with caution strategy.
- (k) What do you mean by Strategic Choice?
- (l) Why portfolio analysis is used by some firms?
- (m) What do you mean by Competitive Advantage?
- (n) What do you mean by Combination Strategy?
- (o) What do you mean by R and D Strategy?

2. Describe the basic elements of the strategic management and examine the interlinkages among the elements. 12

3. "Vision, mission and objectives are important components of a company's strategic management" — Elucidate. 12

✓ 4. Why do companies pursue growth strategy? Explain any two types of growth strategies. 4+(4+4)

✓ 5. In what way can we say that Mergers and Acquisitions (M&A) and Joint Ventures (JVs) are preferred strategies that some companies use to grow and adapt? Describe the underlying difference between Mergers and Acquisitions. 8+4

✓ 6. "SWOT analysis and the BCG matrix are both strategic tools that can be used to help a business make decisions and develop plans"— Elucidate. 12

7. ABC Ltd., a mid-sized electronics company, has been struggling to compete with larger players in the industry. The company's market share has been declining due to aggressive pricing strategies by competitors and changing consumer preferences for innovative products. Internally, the company has a well-established supply chain, but is facing challenges in adopting new technologies. The management is now focused on conducting an environmental analysis and an internal analysis to devise an effective strategy to regain its competitive edge.

In light of these, answer the following questions:

(a) Conduct an internal analysis to identify one key resource or capability that represents ABC Ltd.'s strength and one area where it lacks competitiveness.

(b) Based on your analysis, recommend one grand strategy (e.g., Stability, Growth, Retrenchment or Combination) and explain how it can help ABC Ltd. address its challenges and improve its competitive position. 6+6

✓ 8. Discuss the role of the board of directors from a strategic management perspective. 12

9. In the context of functional strategies, describe the basic considerations in formulating functional strategies in the areas of Marketing and Human Resources. 12

✓ 10. Write short notes on *any two* of the following: 6×2=12

(a) Value chain analysis

(b) Difference between Cost Leadership and Differentiation

(c) Retrenchment strategy

(d) Structural considerations in strategy implementation