

SIXTH SEMESTER BBA DEGREE EXAMINATION, APRIL 2024
(Regular/Improvement/Supplementary)

HONOURS

GBAH6B24T: STRATEGIC MANAGEMENT

Time: 3 Hours

Maximum Marks: 80

PART A: Answer all the questions. Each carries one mark.

Choose the correct answer.

1. What is the BCG Matrix used for in strategic management?
A) Marketing research. B) Portfolio analysis.
C) Financial forecasting. D) Human resource management.
2. Which of the following is NOT one of Michael Porter's Five Forces?
A) Bargaining power of buyers. B) Threat of new entrants.
C) Power of innovation. D) Threat of substitute products or services.
3. In SWOT analysis, what does the "T" represent?
A) Traits B) Threats C) Trends D) Targets
4. What is the purpose of Key Performance Indicators (KPIs) in operational control?
A) Identifying long-term trends. B) Conducting competitor analysis.
C) Monitoring and measuring performance. D) Setting organizational mission statements.
5. Which quadrant of the BCG Matrix typically represents products that generate cash but have low growth potential?
A) Star B) Dog C) Cash Cow D) Question Mark

Fill in the Blanks.

6. is an example of a market segmentation strategy in marketing.
7. The primary focus of strategic management is
8. and are two tools or frameworks used in strategic analysis.
9. is how an organization decides how it will produce and deliver its goods or services.
10. involves those individuals who are engaged in activities that guide the line in achieving objectives.

(10 x 1 = 10 Marks)

PART B: Answer any eight questions. Each carries two marks.

11. How can marketing strategy contribute to brand positioning?
12. Define business-level strategy and give an example.
13. Explain the characteristics of a "cash cow" in the BCG matrix.
14. How do stability and retrenchment grand strategies differ in their objectives?
15. How does operational strategy contribute to overall organizational performance?

(PTO)

16. Briefly explain the connection between strategic leadership and corporate governance.
17. Name one potential barrier to effective strategic control and briefly explain how it can impact an organization's strategic outcomes.
18. State one importance of strategic evaluation and control in the strategic management process.
19. Identify one key activity or strategy that organizations can use for the absorption of technology.
20. Briefly explain the purpose of technology forecasting in the context of strategic management.

(8 x 2 = 16 Marks)

PART C: Answer any six questions. Each carries *four* marks.

21. Define the concept of strategy and briefly explain the three levels at which strategy operates.
22. Define the external environment of an organization and outline two key factors that organizations need to consider in their external analysis.
23. Explain the key steps in conducting a competitor analysis.
24. Discuss the key characteristics of a retrenchment strategy. Explain the circumstances under which a company might consider implementing a retrenchment strategy.
25. Provide two examples of corporate level strategies and explain how they can enhance organizational competitiveness.
26. Discuss the potential risks associated with entering into strategic alliances.
27. Define business-level strategy and provide an example of a company that has successfully implemented a cost leadership strategy.
28. Discuss the role of marketing strategy in achieving organizational objectives.

(6 x 4 = 24 Marks)

PART D: Answer any *two* questions. Each carries *fifteen* marks.

29. What are the common challenges organizations face when it comes to implementing their strategic plans? How does an organization go about the process of formulating its strategic objectives, and what factors should be considered during this phase?
30. What is the primary purpose of conducting Michael Porter's Five Forces analysis? How does it contribute to strategic decision-making? Explain how the Five Forces model helps organizations to assess the attractiveness and competitiveness of an industry.
31. How does globalization impact the strategic decision-making process for multinational corporations (MNCs)? What factors should they consider while expanding globally?

(2 x 15 = 30 Marks)