

SIXTH SEMESTER UG DEGREE EXAMINATION, APRIL 2025
(Regular/Improvement/Supplementary)

BBA 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. Which business-level strategy focuses on offering unique and high-quality products or services to a narrow market segment?
A. Cost leadership strategy C. Differentiation strategy
B. Focus strategy D. Integration strategy
2. In the PESTEL analysis, what does the "S" stand for?
A. Social C. Strategic
B. Structural D. Sustainable
3. Name one key performance indicator (KPI) that organizations commonly used for operational control.
A. Return on investment (ROI) C. Employee satisfaction
B. Market share D. Industry growth rate
4. Which of the following is a qualitative evaluation technique commonly used for operational control?
A. Return on Investment (ROI) C. Balanced Scorecard
B. Customer surveys D. Financial ratio analysis
5. According to Michael Porter's Five Forces model, which force assesses the power of buyers in an industry?
A. Threat of new entrants C. Bargaining power of suppliers
B. Threat of substitute products D. Bargaining power of buyers

Fill in the Blanks.

6. _____ involves evaluating and correcting activities to keep the organization on course.
7. _____ is the statement of an organization's fundamental purpose.
8. _____ derive from an organization's mission.
9. Objectives regarding _____ are generally stated in terms of percentage of sales increase and market share.
10. _____ plans specify what actions must be accomplished to achieve the tactical plan.

(10 × 1 = 10 Marks)

(PTO)

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

11. Briefly outline the three main stages of the strategic management process.
12. Differentiate between external environment and internal environment in strategic management.
13. Define the resource-based view (RBV) in strategic management.
14. What is the primary objective of a Growth/Expansion strategy in strategic management?
15. Differentiate between horizontal and vertical diversification strategies.
16. Define globalization and highlight one key driver that facilitates global business operations.
17. What is the significance of activating strategy in the strategic management process?
18. Define resource allocation and explain its connection to strategic implementation.
19. Differentiate between a vertical acquisition and a conglomerate acquisition.
20. Briefly explain the purpose of technology forecasting in the context of strategic management.

(8 × 2 = 16 Marks)

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

21. Discuss four key characteristics of an effective control system in strategic management.
22. Analyse the relationship between corporate culture and strategic leadership.
23. Identify and explain four key competencies that strategic leaders must possess for effective strategic management.
24. Differentiate between strategic control and operational control in the context of strategic management.
25. Discuss the impact of corporate politics on strategic decision-making within organizations.
26. Evaluate the role of corporate politics in shaping organizational culture.
27. Define human resource strategy and elucidate its importance in contributing to organizational success.
28. Define financial strategy and highlight its significance in the strategic management process.

(6 × 4 = 24 Marks)

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

29. Explain the concept of global expansion strategies and discuss at least two common approaches that organizations adopt to expand their global presence. Provide examples.
30. Evaluate the impact of strategic leadership on organizational performance. How can effective strategic leadership contribute to sustained competitive advantage?

31. Evaluate Michael Porter's Five Forces framework in assessing industry attractiveness. Discuss two limitations or criticisms of the model and propose alternative approaches for analysing industry competition.

(2 × 15 = 30 Marks)