

2013

**MASTER OF BUSINESS ADMINISTRATION**

**[ Second Semester Examination ]**

**BUSINESS POLICY AND STRATEGIC  
MANAGEMENT**

**PAPER— MBA -206**

*Full Marks : 100*

*Time : 3 hours*

*The figures in the right-hand margin indicate marks  
Candidates are required to give their answers in their  
own words as far as practicable*

*Illustrate the answers wherever necessary*

**Write the answers to Questions of each Half in  
separate books**

**FIRST HALF**

**[ Marks : 50 ]**

1. Answer any *four* of the following : 5 × 4
  - (a) What do you understand by the term 'Strategic Business Unit' ?

*( Turn Over )*

( 2 )

- (b) Resources can be a source for developing sustainable competitive advantage. Justify the statement.
  - (c) What are the main characteristics of 'strategic' decisions ?
  - (d) Discuss the importance of environmental scanning in strategic management.
  - (e) Describe the TOWS matrix.
  - (f) Business strategy formulation is a continuous process. Give your comments.
2. Answer any *two* of the following : 10 × 2
- (a) What do you understand by a business environment ? Explain the relevance of the environment in strategy making by organizations. 5 + 5
  - (b) Briefly discuss the different strategies adopted for organizational restructuring. 3 + 7

( 3 )

- (c) Value Chain Analysis is an important technique for taking decisions relating to process reengineering and improvement. In this regard, discuss the model and its implications for decision-makers. 7 + 3

[ *Internal Assessment* : 10 Marks]

SECOND HALF

[ *Marks* : 50 ]

3. Answer any *four* questions : 5 × 4
- (a) Mention the business portfolios of some public sector and private sector banks.
- (b) What strategic considerations are involved in achieving cost competitiveness of a firm ?
- (c) How do you evaluate liquidity of different SBUs of a company ?
- (d) What procedural aspects are to be followed under the regulatory environment in India for project implementation ?

(e) What are the difficulties that are associated with the Resource Allocation ?

(f) Write a short note on strategic control.

4. Answer any *two* questions : 10 × 2

(a) (i) Mention some cases where diversified portfolio appeared unsuccessful in Indian scenario.

(ii) What is special alert control ? 6 + 4

(b) Discuss the pre-requisites for successful implementation of a Project. 10

(c) (i) Mention the process of ascertaining score of industry attractiveness and business unit strength according to GE Matrix.

(ii) Compare between BCG Matrix and GE Matrix. 5 + 5

[ *Internal Assessment* : 10 Marks ]

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