

2014

M B A

2nd Semester Examination

BUSINESS POLICY AND STRATEGIC MANAGEMENT

PAPER—MBA-206

Full Marks : 100

Time : 3 Hours

The figures in the right-hand margin indicate full 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 : 4×5
- (a) Explain the term 'strategy'.
 - (b) Discuss the term 'business environment'.
 - (c) What role do vision and mission statements play in organizations ?

(Turn Over)

- (d) Explain the different approaches of environmental scanning.
- (e) What do you understand by a strategic business unit?
- (f) Write a short note on mergers and acquisitions strategy adopted by organizations.

2. Answer any *two* of the following : 2×10

- (a) Discuss the Balanced Scorecard approach towards organizational appraisal.
- (b) (i) What are the different types of diversification strategies? Elaborate.
(ii) Explain the terms : Divestiture and spin-off.
- (c) Describe the strategic management process.

[Internal Assessment : 10]

(Second Half)

(Marks : 50)

3. Answer any *four* of the following : 4×5
- (a) Briefly mention the factors affecting portfolio strategy of a company. 5
- (b) Name the factors which determine the industry attractiveness and business unit strength for developing the GE Matrix. Is there any limitation of GE Matrix ? 3+2
- (c) Distinguish between strategy formulation and strategy implementation.
- (d) What Procedural aspects are to comply to implement the labour legislation of a firm ?
- (e) Give the underlying concept of strategic cost management.
- (f) Write a short note on special alert control.
4. Answer any *two* of the following : 2×10
- (a) Comment on the efficiency in managing assets based on the following data of two SBU of Tata Group of companies viz. Tata Steel and Tata Motors :

	<i>Tata Steel</i> (Rs. in crore)	<i>Tata Motors</i> (Rs. in crore)
Net Sale	6,890	5,420
Fixed Assets	7,424	6,810
Inventories	1,250	992
Sundry Debtors	1,183	850
Cash & Bank	195	210
		10

(b) (i) Mention the strategic prescription for 'question mark' and 'star' position in case of BCG Growth share matrix.

(ii) Mention the essential features of an effective evaluation and control system.

5+5

(c) Mention the factors to be considered for successful implementation of financial plan and policies in an industrial organisation.

10

[Internal Assessment : 10]
