

2023**MBA****4th Semester Examination****STRATEGIC MANAGEMENT****PAPER : MBA-405***Full Marks : 80**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.

Answer from **both** the Groups as directed.

GROUP—A

Answer any **eight** questions from the following :

8×5=40

1. What is strategy? Explain its importance. 2+3
2. Discuss the Porter's Generic Competitive Strategies. 5

3. Mention the objectives of merger strategy. 5
4. Discuss in brief the VRIO framework relating to resources. 5
5. Explain the intensification strategies in Ansoff's Growth Matrix. 5
6. Discuss the strategies that managers can adopt using the TOWS matrix. 5
7. Vertical integration is an important growth strategy. — Explain. 5
8. Write down the importance of vision and mission statements. 5
9. What is core competence? Why is it important to an organization? 2+3
10. Explain the term financial restructuring. Why do businesses adopt such restructuring? 2+3

11. Write a short note on strategic business unit. 5
12. How can managers apply the value chain analysis model in improving organizational performance? 5

GROUP—B

Answer *any four* questions from the following :

. 10×4=40

13. BCG matrix can be used for creating a business portfolio. -- Explain 10
14. What is environmental scanning and why is it required? Narrate the three approaches for environmental scanning. (3+3)+4
15. (a) Mention the objectives of corporate restructuring.
- (b) What are the circumstances in which companies adopt retrenchment strategies? 5+5
16. (a) Explain the term 'business environment'.
- (b) Discuss how the environment plays a key role in strategic formulation. 4+6

(4)

17. Explain different types of corporate level strategies adopted generally by a company. 10

18. Write short notes on the following :

(a) Franchising

(b) Balanced scorecard

5+5

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