



## BRAINWARE UNIVERSITY

Course – MBA

Strategic Management (MBA201)

(Semester – 2)

**Time allotted: 3 Hours**

**Full Marks : 70**

[The figure in the margin indicates full marks. Candidates are required to give their answers in their own words as far as practicable.]

### Group –A

(Multiple Choice Type Question)

10 x 1 = 10

1. *Choose the correct alternative from the following*
  - (i) Microsoft is opening its own retail stores; it is an example of
    - a. Forward Integration
    - b. Backward Integration
    - c. Horizontal Integration
    - d. Vertical Integration
  - (ii) When the company plans to consolidate its position in the industry in which company is operating, it is basically applying
    - a. Expansion Strategy
    - b. Defensive Strategy
    - c. Intensive Strategy
    - d. Stability Strategy
  - (iii) Which factor is a common factor in BCG and GE Nine Cell Matrix?
    - a. Market Share
    - b. Relative Market Share
    - c. Profit Margin
    - d. Technological Capabilities
  - (iv) Which organizational structure is composed of a series of project groups or collaborations linked by constantly changing non-hierarchical, cobweb like network
    - a. Matrix Structure
    - b. SBU Structure
    - c. Network Structure
    - d. Functional Structure
  - (v) When TCS lost American Project, instead of leaving the job, it asked its employees who were working on the project to learn ERP so that they can look for other projects for them. This is an example of;
    - a. Re-structuring
    - b. Re-engineering
    - c. Downsizing
    - d. Rightsizing

- (vi) Reliance Fire and General insurance co. laid stress on the use of IT in its operation. It is an example for which functional plan and policy of the company
- Operational Plan & Policy
  - Financial Plan & Policy
  - Information Management Plans and Policies
  - Marketing plan & Policy
- (vii) Wal-Mart Stores, Carrefour SA, and Tesco PLC are expanding further into China in 2009/2010 even in a world of slumping sales. They are following which strategy;
- Market Development
  - Market Penetration
  - Forward Integration
  - Backward Integration
- (viii) Joint Venture is the strategy in which quadrant of 'The Grand Strategy Matrix'
- Quadrant I
  - Quadrant II
  - Quadrant III
  - Quadrant IV
- (ix) Which strategic choice would be relevant for a combination of internal weakness and external threats in TOWS Matrix?
- Maxi Maxi
  - Maxi Mini
  - Mini Mini
  - Mini Maxi
- (x) The Aditya Birla Group is in a variety of unrelated business such as aluminum, business process outsourcing, carbon black, cement, chemicals, copper fertilizers, gas, insulators, mining, retail, software, sponge iron, telecom and textiles. It is an example of
- Conglomerate Diversification
  - Concentric Diversification
  - De-merger
  - Horizontal Integration

### Group – B

(Short Answer Type Questions)

3 x 5 = 15

Answer any *three* from the following

- Explain defensive strategies. 5
- Explain comprehensive strategic formulation framework. 5
- State few difference between forward and backward integration. 5
- Draw Grand Strategy Matrix. 5
- Explain Hofer's Product Market Evolution Matrix. 5

**Group – C**

(Long Answer Type Questions)

3 x 15 = 45

Answer any *three* from the following

- |     |     |   |    |
|-----|-----|---|----|
| 7.  | (a) | What is Joint Venture? Explain with examples.   | 5  |
|     | (b) | What are the advantages and limitations of Joint Ventures?  | 10 |
| 8.  | (a) | Explain BCG Matrix.   | 5  |
|     | (b) | How BCG and GE Nine Cell Matrix is different?   | 10 |
| 9.  | (a) | What is nature of strategic analysis and choice?  | 5  |
|     | (b) | What is Shell Directional Policy Matrix?  | 5  |
|     | (c) | Explain two qualitative factors of Strategic Choice.  | 5  |
| 10. | (a) | Explain the nature of strategic analysis and choice.  | 5  |
|     | (b) | What is TOWS Matrix?  | 5  |
|     | (c) | A company like Airtel in telecommunication have huge strength in the area of infrastructure. At the same time in present day scenario, there is a huge opportunity for acquiring data users in the country as the demand for data consumption is increasing. Which quadrant of TOWS Matrix will be appropriate for Airtel in the given situation? | 5  |
| 11. | (a) | Leadership is a critical element to formulate and implement the strategy- Explain.  | 5  |
|     | (b) | Explain role of Leader as innovator in strategy implementation.   | 5  |
|     | (c) | Strategies are nothing if they can't get implemented efficiently, justify.  | 3  |
|     | (d) | Give one role of leader other than the role in point (b) above in strategy implementation.  | 2  |