

**PARUL UNIVERSITY**  
**FACULTY OF MANAGEMENT**  
**MBA Summer 2017 - 18 Examination**

**Semester: 3**  
**Subject Code: 06200202**  
**Subject Name: Strategic Management**

**Date: 05/06/2018**  
**Time: 02:00PM TO 04:30PM**  
**Total Marks: 60**

**Instructions**

1. All questions are compulsory.
2. Figures to the right indicate full marks.
3. Make suitable assumptions wherever necessary.
4. Start new question on new page.

**Q.1 Do as Directed.****A). Multiple choice type questions.****(05)**

1. During which stage of strategic management, firm's specific internal strengths and weaknesses are determined?
 

a) Formulation	c) Evaluation
b) Implementation	d) Feedback
2. Which of the following is best identified as a statement that presents "a firm's big picture statement, describing a desired end-state, general in scope, and not restrictive"?
 

a) Corporate philosophy statement	c) Vision statement
b) Company creed	d) Mission statement
- 3 Local, state, and national elections, world oil, currency, and labor markets, number of patents, special tariffs are the examples of which one of the following?
 

a) Economic forces	c) Political, governmental, and legal forces
b) Social, cultural and, demographic forces	d) Competitive forces
- 4 Which of the following are Porter's generic strategies?
 

a) Low price, differentiation, focus	c) Price leadership, differentiation, focus
b) Cost leadership, differentiation, focus	d) Low cost, differentiation, focus
- 5 Which of the following is the first step in the controlling function of management?
 

a) Take corrective actions	c) Establish performance standards
b) Restrict breaks employees take	d) Evaluate expense reports

**B). Define the following.****(05)**

1. Key performance indicators
2. Joint venture
3. Operational control
4. Strategic intent
5. Integration strategy

**C). Direct questions.****(05)**

1. Describe the Balance Scorecard Model.
2. What is strategic change management?
3. How Do Ethical Standards Impact the Tasks of Crafting and Executing Strategy?
4. What are the Strategies for the bottom-of-the-pyramid?
5. What makes up A Company's Culture?

**Q.2 Answer the following questions.**

**A).** Explain value chain analysis in terms of organizational appraisal with the help of any company of your choice. **(07)**

**B).** 'To sustain in the dynamic world, the business organization today require a well formulated business strategy.' Discuss this statement giving examples. What are the actions and approaches that identifies a company's strategy? **(08)**

**Q.3** Answer the following questions.

**A).** Explain relationship between strategy and structure. Describe Evolutionary Patterns of Strategy and Organizational Structure. (07)

**B).** What is corporate governance mechanism? How can you relate Governance mechanism and ethical behavior? (08)

**Q.4** Attempt any two questions. (15)

1. "Ethics and social responsibilities are very crucial factors to consider while formulating the corporate level strategies." – explain in detail with your views.
2. Extrapolate the reasons for adoption of related and unrelated diversification. Discuss whether related or unrelated diversification is better for Indian companies in recent times.
3. Dell Inc. has become the world's largest PC manufacturer through its direct selling business model. Despite criticism and skepticism about its business model, it has enabled the company to revive and reinforce its market leadership on different occasions. However, during FY 2005-2006, Dell missed its own revenue projections for two consecutive quarters. This has raised concern among analysts about the viability of Dell's business model in the maturing PC industry and whether Dell would be able to sustain its sales growth.
  1. What are the possible reasons for declining revenue?
  2. What are your suggestions to raise sales volume of Dell with the help of proper strategy?
4. What is merger and acquisition? Which are possible reasons for merger and acquisition?