STRATEGIC MANAGEMENT

COMPILATION OF ALL RTPs OF IPC : IT – SM

(NOV 2007 TO NOV 2015)

BY :

ACUMEN CRAFTERS

CA Coaching Institute

Coaching at :

SCF 35/2, Sector 19-D,

Chandigarh.

M :+919878012660.

E-mail — acumencrafters@gmail.com

Follow us on Facebook for recent updates

RTP's

NOV 2007

1. ***State with reasons which of the following statements are correct/incorrect:***
   - **a.** According to Peter F Drucker businesses exist for making profits.
   - **b.** Businesses function in an isolated manner.
   - **c.** Under Porter's five forces model new entrants are insignificant source of competition.
   - **d.** Competition is bad for organisations.
   - **e.** Businesses have to respond to hostile environment with strategy.
   - **f.** Strategies are not substitute for sound, alert and responsible management.
   - **g.** Strategy is partly proactive and partly reactive

2. ***Briefly answer the following questions in 2-3 sentences each.***
   - **a.** What do you understand by demographic environment of a business?
   - **b.** What is a strategy?
   - **c.** What is diversification?
   - **d.** Explain key factors for competitive success.
   - **e.** What is divestment?
   - **f.** Discuss network structure.
   - **g.** Explain the concept of benchmarking?

3. Discuss the competitive environment of the business. What are the five forces of competitive analysis that are suggested by Michel Porter?
4. What do you understand by environmental influences on the environment? Discuss the problems associated with the efforts for understanding the environment.
5. What is decision making? What are the major dimensions of strategic decisions?
6. What is strategic vision? What are its elements?
7. Do you think that the companies should manage strategically? Discuss.
8. What is strategic analysis? How TOWS matrix can be used for analysing strategic situation of a company?
9. Discuss expansion as business strategy. What are the broad ways for businesses to expand?
10. Discuss the concept of Marketing Mix
11. Discuss the important areas where human resource manager can play a strategic role.
12. 'A good strategy may fail if it is not implemented properly'. Discuss.
13. Discuss strategic business unit as a form of organisation structure.
14. What is business process reengineering? How can it be implemented in an organisation?

MAY 08

1. ***State with reasons which of the following statements are correct/incorrect:***
   - **a.** The benefit of competition are also enjoyed by the customers.
   - **b.** Strategies provide an integral framework for management to negotiate its way through a complex and turbulent external environment.
   - **c.** Market penetration ignores competition.
   - **d.** Diversification only involves entering in new businesses that are related to the existing business of an organisation
   - **e.** Changes in strategy may lead to changes in organizational structure.
   - **f.** Culture promote better strategy execution
   - **g.** Reengineering mean partial modification or marginal improvement in the existing work processes.

2. ***Briefly answer the following questions in 2-3 sentences each.***
   - **a.** What is an opportunity?
   - **b.** Explain the concept of retrenchment strategy.
   - **c.** What is strategic vision?
   - **d.** Explain the term marketing.
   - **e.** Describe tows matrix for strategic analyses.
   - **f.** What is business process reengineering?

3. Explain how technological factors present an opportunity as well as threat to a particular business organization.

4. Do you think that competition is always bad for organisations? Explain Porter's five forces model as to how businesses can deal with the competition.

5. Briefly describe the generic strategic alternatives given by Glueck and Jauch.

6. What do you understand by strategic management? Discuss its framework.

7. Discuss General Electric model of analyzing business portfolio

8. What is a Corporate Strategy? How organisations can deal with strategic uncertainty?

9. What is the purpose of SWOT analysis? Why is it necessary to do a SWOT analysis before selecting a particular strategy for a business organization?

10. What do you understand by the term marketing mix? Discuss its various constituents.

11. What is supply chain management? Is it same as logistics management? Discuss

12. Discuss major steps in implementing supply chain management systems in an business organization.

13. What are functional strategies? Why are they needed?

14. An important part of strategic management process is implementation of strategy. Discuss the relationship of soundness of strategy with the quality of implementation.

NOV 08

1. ***State with reasons which of the following statements are correct/incorrect:***
    - **h.** Divesting a major product line or market in an organization can be termed as retrenchment strategy .
    - **i.** "B" in BCG Matrix stands for balance.
    - **j.** Concentric diversification amounts to unrelated diversification.
    - **k.** Vertical diversification integrates firms forward or backward in the product chain.
    - **l.** A core competence is a unique strength of an organization which may not be shared by others.
    - **m.** Skimming means keeping price very low.
    - **n.** Primarily, strategy formulation is an operational process and strategy implementation is an intellectual process.
    - **o.** The focus of six sigma is on customers.
    - **p.** BPR is an approach to maintain the existing growth of an organization.
    - **q.** Supply chain management is conceptually wider than logistic management.

2. ***Briefly answer the following questions in 2-3 sentences each.***
    - **g.** Explain conglomerate diversification.
    - **h.** What is six sigma?
    - **i.** Does HRM function play a role in organizational strategy?
    - **j.** What is Kieretsus ?
    - **k.** Define Benchmarking.
    - **l.** What is Total Quality Management (TQM) ?

3. Define Demarketing.
4. Explain in detail the term corporate strategy with its characteristics.
5. Critically explain the BCG matrix.
6. Describe in detail the SWOT analysis. What is its significance in organizations?
7. Discuss strategic alternatives with reference to Michael Porter's strategies.
8. Write an explanatory note on strategic business units.
9. Explain the concept of value chain analysis.
10. What is strategy implementation? How far it is different from strategy formulation?
11. Discuss in detail the two main styles of strategic leadership.
12. Briefly discuss various elements of macro environment.
13. What is strategic change? Explain the change process proposed by Kurt Lewin that can be useful in implementing strategies?
14. Define corporate culture. Also elucidate the statement "Culture is a strength that can also be a weakness".

JUNE 09

1. ***State with reasons which of the following statements are correct/incorrect:***
   - **a.** Successful businesses have to recognize different elements of environment.
   - **b.** A strength is an inherent capacity of an organization.
   - **c.** Socio-cultural environment consists of factors related to government and politics.
   - **d.** Strategies provide an integrated framework for the top management.
   - **e.** SWOT analysis merely examines internal environment of an organization.
   - **f.** Growth share matrix is popularly used for resource allocation.
   - **g.** Corporate strategy is basically the growth design of the firm.
   - **h.** Balance scorecard is a combination of strategic and marketing objectives.
   - **i.** Augmented marketing is provision of additional customer services and benefits.

2. ***Briefly answer any two of the following questions.***
   - **a.** What is strategic decision making?
   - **b.** What is strategic vision?
   - **c.** Define Total Quality Management.
   - **d.** What do you mean by core competencies?
   - **e.** Define competitive advantage.
   - **f.** Discuss network structure.
   - **g.** How internet has helped business?

3. Explain the BCG model as a technique of portfolio analysis.
4. What are the various bases on which an existing firm can diversify strategically?
5. What is supply chain management? Discuss the various steps in implementing supply chain management system.
6. What is logistics strategy? What are the areas to examine while developing a logistics strategy?
7. Briefly discuss various elements of micro environment.
8. Explain in detail the 4 P's of Marketing Mix.
9. Discuss in brief the contribution of Glueck and Jauch in generic strategic alternatives.
10. What is Benchmarking? What are the areas where benchmarking can help.
11. Explain in detail the value chain analysis.
12. Explain in detail the various stages of corporate strategy formulation/implementation process.
13. Briefly discuss the difference between vision and mission.

NOV 09

1. ***State with reasons which of the following statements are correct/incorrect:***
   - **a.** Businesses function in isolation.
   - **b.** Competition is bad for the organizations.
   - **c.** Strategies are perfect, flawless and optimal organisational plans.
   - **d.** Strategies may require changes in organizational structure.
   - **e.** Strategic planning is an attempt to improve operational efficiency.
   - **f.** For a small entrepreneur vision and mission are irrelevant.
   - **g.** Supply chain management is conceptually wider than logistic management.
   - **h.** Balanced Scorecard serves both financial and strategic purposes
   - **i.** With the help of strategies organisations easily outmanoeuvre their rivals.

2. ***Briefly answer the following questions.***
   - **a.** Discuss profit as business objective as per Peter F Drucker.
   - **b.** Define augmented marketing.
   - **c.** What do you understand by Key Success Factors?
   - **d.** What is Benchmarking?
   - **e.** Discuss dogs in BCG Matrix.

3. What is Environment? Briefly explain macro environmental factors that affect an organization's strategy.
4. What is diversification? How a firm may diversify?
5. Explain and discuss concept of value chain analyses.
6. What is Strategic Management Process? Briefly explain its each step.
7. What do you understand by logistics strategy? What factors should be considered while developing a logistics strategy?
8. Explain the evolution and importance of business policy and strategic management.
9. Discuss the importance of proper implementation of strategy in strategic management.
10. Discuss six sigma. What is six sigma methodology for new products or services?
11. What is turnaround management? What are various stages in its implementation?
12. Discuss major steps in implementing supply chain management systems in an business organisation
13. Discuss the important areas where human resource manager can play a strategic role.

MAY 2010

1. ***State with reasons which of the following statements are correct/incorrect:***
   - **a.** Managers must list and analyse all environmental influences for proper strategic understanding.
   - **b.** Business function free of external forces influencing it.
   - **c.** Liquidation is the last resort option for a business organisation.
   - **d.** Porter's five forces model considers new entrants as a significant source of competition.
   - **e.** Strategic actions are always in reaction to the changes in environment.
   - **f.** A core competence is a unique strength of an organization which may not be shared by others.
   - **g.** Human resource management aids in strategic management.
   - **h.** Reengineering involves slow and gradual improvement in the existing work processes that occur over a period of time.

2. ***Write short notes on:***
   - **a.** Retrenchment strategy.
   - **b.** Marketing.
   - **c.** Strategic vision
   - **d.** Augmented marketing.
   - **e.** Industry
   - **f.** SWOT analysis
   - **g.** Business process reengineering
   - **h.** Value chain

3. ***Distinguish between:***
   - **a.** Strategy formulation and Strategy implementation.
   - **b.** Forward and backward integration.

4. ***Briefly answer any two of the following:***
   - **a.** Define T.Q.M.
   - **b.** What is Kieretsus?
   - **c.** What do you understand by ethnic mix?
   - **d.** What do you understand by the term benchmarking?

5. Explain the need for a business organization to scan the environment on a continuous basis. Discuss the contemporary developments in the business environment.

6. What are acquisitions? Discuss with example of two companies?

7. Discuss General Electric Model of analysing business portfolio

8. What is marketing Mix? A company launches a new brand of ice creams. It keeps prices much below the prices of similar ice creams that are already in the market. Choose the pricing strategy that is probably being used by the company.

9. What is a Corporate Strategy? How organisations can deal with strategic uncertainty?

10. What do you understand by strategic leadership? Discuss the two approaches to strategic leadership?

11. Discuss major steps in implementing supply chain management systems in an business organization.

12. What are functional strategies? Why are they needed?

13. Briefly describe the generic strategic alternatives given by Glueck and Jauch.

NOV 2010

1. ***State with reasons which of the following statements are correct/incorrect:***
   a. A kieretsu is a group of companies from unrelated industries cooperating with each other.
   b. Conglomerate diversification is where a firm diversifies into unrelated areas.
   c. Key success factors vary from industry to industry.
   d. Corporate strategy is basically the growth design of the firm.
   e. Augmented marketing is a provision of reducing customer services and benefits.
   f. Logistics management is conceptually wider than supply chain management.
   g. Corporate vision is the base of all strategies.
   h. Network structure provides an organization to concentrate on its distinctive competencies.
   i. Strategic management can not be used effectively in non commercial organizations.
   j. Benchmarking is an approach of setting goals and measuring productivity based on best industry practices.
   k. BPR focuses on all business processes.

2. ***Write short note on:***
   a. Strategic Business Unit
   b. Core Competence
   c. Concentric Diversification
   d. Competitive advantage
   e. Forward and Backward Linkages

3. Porter's five forces model explains the five areas of the overall market where the competitive pressure exist. Explain them.
4. Discuss the process of strategic management.
5. Discuss strategic alternatives with reference to Michael Porter's strategies.
6. What is strategic management? What benefits accrue by following a strategic approach to managing?
7. What is human resource management? Discuss its role in implementation of strategy.
8. What is strategic implementation? How far is it different from strategy formulation?
9. Explain the BCG model as a technique of portfolio analysis.
10. "Structure undeniably can and does influence strategy." Critically examine this statement.
11. Explain the strategy-shaping characteristics of the E-commerce environment.
12. Define TQM? Explain the various principles that guide success of TQM.
13. Discuss PESTLE analysis as tool of environment scanning.
14. Explain the various methods of competitive analysis of an Industry.

MAY 2011

1. ***State with reasons which of the following statements are correct/incorrect:***
   - **a.** An opportunity is an inherent capacity which an organization can use to gain strategic advantage over its competitors.
   - **b.** The term PESTLE is used to describe a framework for analysis of macro environmental factors.
   - **c.** Retrenchment strategy is implemented by redefining the business by adding the scope of business.
   - **d.** Changes in strategy may lead to changes in organizational structure.
   - **e.** SWOT analysis merely examines external environment of an organization.
   - **f.** Cost leadership attempts to gain a competitive advantage.
   - **g.** Demarketing is a marketing strategy to destroy the marketing strategy of the competitor.
   - **h.** Culture promotes better strategy execution.
   - **i.** The Internet can be an economical means of delivering customer services.

2. ***Write short note on:***
   - **a.** Socio-cultural environment
   - **b.** Define strategic vision.
   - **c.** Explain Divestment Strategy.
   - **d.** Explain Transformational leadership style.
   - **e.** Cash cows in BCG matrix.

3. Explain in brief the different levels of strategic management.
4. Described in detail the SWOT analysis. Also explain the significance of SWOT analysis in an organization.
5. Why do organizations undertake portfolio analysis?
6. Define Six Sigma. Explain in brief the themes of Six Sigma.
7. In what terms organization is related with environment?
8. Write an explanatory note on strategic business units.
9. What is supply chain management? Is it same as logistics management? Discuss.
10. Explain how technological factors present an opportunity as well as threat to a particular business organization.
11. Explain the concept of value chain analysis.
12. What are the various bases on which an existing firm can diversify strategically?
13. What is TQM? Compare it with traditional management practices.

NOV 2011

1. i. ***State with reasons which of the following statements are correct/incorrect:***

   a. BCG growth share matrix classifies businesses on two dimensional scale.

   b. Socio-cultural environment consists of factors related to government and politics.

   c. First step in strategic management model is developing a strategic vision and mission.

   d. TQM involves discrete improvements in the organisational setup.

   e. Divestment strategy involves the sale or liquidation of a portion of business.

   f. The scope of supply chain management is wider than logistic management.

   g. Balance scorecard serves both financial and strategic purposes.

   h. BPR refers to the analysis and redesign of workflows within the organisation and with the external entities.

   i. The thrust of operational control is on individual tasks or transactions.

   ii. ***Fill in the blanks in the following statements with the most appropriate word:***

   a. To identify those competences which critically underpin the organization's competitive advantage are known as ____________________.

   b. The process of creating, maintaining, and enhancing strong, value- laden relationships with customers and other stakeholder is _________________.

   c. Under Porters five forces new entrants are ___________________ source of competition.

   d. A ____________________ consists of those rival firms with similar competitive approaches and positions in the market.

   e. In Michael Porter's generic strategy ____________________ emphasizes producing standardized products at a very low per unit-cost for consumers who are price sensitive.

2. ***Write short note on:***

   a. Premise control

   b. Unfreezing for change

   c. Transformational leadership

   d. Strategic groups

   e. Conglomerate diversification

2. What is globalisation? Why do companies go global?
3. Discuss the role of research and development in strategic implementation.
4. Define a mission statement. Why the organizations should have mission? And what are the points which are useful while writing a mission for a company?
5. Discuss various issues in analysis of competition in an industry?
6. What is a corporate strategy? Explain the stages of corporate strategy formulation implementation process.
7. Define corporate Culture. How culture can promote better strategy execution?
8. Discuss six sigma. What are six sigma methodologies for new products or services?
9. What is Strategic Management? What benefits accrue by following a strategic approach to managing?
10. What do you understand by 'Strategy'? Explain the four generic strategies as discussed by Glueck and Jauch.
11. Describe the construction of BCG matrix and discuss its utility in strategic management.

MAY 2012

1. ***State with reasons which of the following statements are correct/incorrect:***
   a. Substitute products are latent source of competition.
   b. Stability is not an objective of an organization.
   c. Corporate-level managers can be viewed as the guardians of shareholders.
   d. Strategic management help organizations to be more reactive in shaping their future.
   e. Key success factors are constant for all industries.
   f. In BCG matrix, "Question Marks" represent low growth and high market share businesses or products.
   g. The balance scorecard approach requires more emphasis on financial objectives than on strategic objectives.
   h. Publicity is a personal form of promotion.
   i. A SBU is a group of unrelated businesses.

2. ***Fill in the blanks in the following statements with the most appropriate word:***
   a. _________consist of external factors related to human relationships and the impact of social attitudes and cultural values which has bearing on the business of the organization.
   b. ________________are organizations performance targets – the results and outcomes it wants to achieve.
   c. In GE portfolio matrix, the vertical axis represents _________and horizontal axis represents ______________.
   d. Supply chain management is conceptually wider than ______________ management.
   e. The role of human resource manager is _____________ in building up core competence of the firm.
   f. TQM is a people-focused management system that aims at continual increase in _____________ satisfaction at continually lower real cost.
   g. Benchmarking is a process of continuous improvement in search for ____________advantage.
   h.
   i. ___________leadership style use charisma and enthusiasm to inspire people to exert them for the good of the organization.
   j. In Kurt Lewin change process ____________occurs when the new behaviour becomes a normal way of life.
   k. Divestment is usually a part of ____________ or restructuring plan.

3. ***Explain the meaning of the following concepts:***
   a. Environmental scanning
   b. Corporate strategy
   c. Strategic decision making
   d. Mission statement
   e. Market penetration
   f. Portfolio analysis
   g. Competitive strategy
   h. Strategic business units
   i. Competitive advantage
   j. Globalization

4. Distinguish between the following:

a. Strategy formulation and strategy implementation.

b. Forward and backward integration.

c. Vision statement and mission statement

d. Transformational and transactional leadership

e. SWOT and TOWS Matrix

5. Write short notes on the following:

a. Objectives of business

b. Importance of strategic management

c. Key success factors

d. Expansion through acquisitions and mergers

e. Evaluating the worth of a business

f. Network structure

g. Central thrust of BPR

6. Briefly answer the following questions:

a. What is strategic vision?

b. Define 'five forces model.'

c. What do you understand by ethnic mix?

d. Explain the term star in the context of BCG matrix.

e. Grand strategy alternative during recession.

f. Logistics strategy.

g. How internet has helped business?

Chapter 1-Business Environment

3. What is Environment? Briefly explain macro environmental factors that affect an organization's strategy.
4. Do you think that competition is always bad for organisations? Explain Porter's five forces model as to how businesses can deal with the competition.

Chapter 2-Business Policy and Strategic Management

5. What do you understand by strategic management? Discuss its framework.
6. What do you understand by 'Strategy'? Explain the four generic strategies as discussed by Glueck and Jauch.

Chapter 3-Strategic Analysis

7. Describe in detail the SWOT analysis. What is its significance in organizations?

8. Describe the construction of BCG matrix and discuss its utility in strategic management.

Chapter 4-Strategic Planning

9. Under what conditions would you recommend the use of turnaround strategy in an organization? What could be a suitable work plan for this?

10. Discuss strategic alternatives with reference to Michael Porter's strategies.

Chapter 5-Formulation of Functional Strategy

11. What do you understand by the term marketing mix? Discuss its various constituents.

12. What is supply chain management? Is it same as logistics management? Discuss.

Chapter 6-Strategic Implementation and Control

13. Explain briefly strategic control. Also elaborate the various types of strategic control.

14. Define corporate culture. Also elucidate the statement "Culture is a strength that can also be a weakness".

Chapter 7-Reaching Strategic Edge

15. What are the various guiding principles of total quality management?

16. Define Business Process Re-engineering. Briefly outline the steps therein.

NOV 2012

1. ***State with reasons which of the following statements are correct/incorrect:***
   a. Environment is static in nature.
   b. Strategies provide an integrated framework for the top management.
   c. Socio-cultural environment consists of factors related to government and politics.
   d. Strategic management is not needed in not-for-profit organisations.
   e. For a small entrepreneur vision and mission are irrelevant.
   f. A strategic group is a cluster of firms with dissimilar competitive approaches.
   g. Strategic planning is an attempt to improve operational efficiency.
   h. Augmented marketing is provision of additional customer services and benefits.
   i. Changes in strategy may lead to changes in organizational structure.
   j. Reengineering mean partial modification or marginal improvement in the existing work processes.

2. ***Explain the meaning of the following concepts:***
   a. Kieretsus
   b. Environmental Scanning
   c. Market Development
   d. Benchmarking

3. ***Distinguish between the following:***
   a. Top-down and bottom-up strategic planning.
   b. Concentric diversification and conglomerate diversification.
   c. Micro environment and Macro environment.
   d. 'Shared vision and 'vision shared'.

4. ***Write short notes on the following:***
   a. Product life cycle
   b. Premise control
   c. Dealing with strategic uncertainty
   d. Concept of strategic Intent

5. ***5. Briefly answer the following questions:***
   a. What is an opportunity?
   b. Does HRM function play a role in organizational strategy?
   c. What do you mean by core competencies?
   d. Explain the term dogs in the context of BCG matrix.
   e. Define strategic business unit (SBU).

Chapter 1-Business Environment

6. Discuss the Porter's model for systematically diagnosing the significant competitive pressures in a market.
7. Explain how technological factors present an opportunity as well as threat to a particular business organization.

Chapter 2-Business Policy and Strategic Management

8. What is Strategic Management? What benefits accrue by following a strategic approach to managing?
9. Explain in detail the term corporate strategy with its characteristics.

Chapter 3-Strategic Analysis

10. Explain how TOWS matrix can generate strategic options within external and internal environment.
11. Explain the model which has been inspired from traffic control lights.

Chapter 4-Strategic Planning

12. What are the various bases on which an existing firm can diversify strategically?
13. How a company can deal with strategic uncertainty.

Chapter 5-Formulation of Functional Strategy

14. What is meant by Functional strategies? In term of level where will you put them? Are functional strategies really important for business?
15. What is logistics strategy? What are the areas to examine while developing a logistics strategy?

Chapter 6-Strategic Implementation and Control

16. How the management of internal linkages in the value chain analysis creates competitive advantage?
17. An important part of strategic management process is implementation of strategy. Discuss the relationship of soundness of strategy formulation with the quality of implementation.

Chapter 7-Reaching Strategic Edge

18. Explain the strategy-shaping characteristics of the E-commerce environment.
19. Define each of the following and analyze its role in strategic implementation:
    1. B.P.R.
    2. Six sigma
    3. Benchmarking

MAY 2013

1. ***State with reasons which of the following statements are correct/incorrect:***
   a. Enterprises pursue multiple objectives rather than a single objective.
   b. The role of corporate-level managers is to oversee the development of strategies for the whole organization.
   c. Key Success Factors (KSFs) are static in industries.
   d. Differentiation guarantees competitive advantage.
   e. Strategic planning gives direction to the organization.
   f. The management of funds can play a pivotal role in strategy implementation.
   g. Liquidation strategy may be a pleasant strategic alternative.
   h. SBU concepts facilitate multi business operations.
   i. BPR is an approach to maintain the existing growth of an organization.
   j. TQM is a people focused management system.

2. ***Explain the meaning of the following concepts:***
   a. Global environment
   b. Strategic analysis
   c. Market penetration
   d. Cost leadership

3. ***Distinguish between the following:***
   a. Forward integration and backward integration
   b. Vision and mission
   c. Inbound logistics and outbound logistics
   d. DMAIC and DMADV

4. ***Write short notes on the following:***
   a. Strategic surveillance
   b. Competitive environment
   c. Strategic decision making
   d. Retrenchment strategy

5. ***Briefly answer the following questions:***
   a. Under what conditions a turnaround strategy can be used in an organization?
   b. What are strategic groups?
   c. Components of a value chain
   d. Elements considered for situational analysis

Chapter 1-Business Environment

6. Briefly explain macro environmental factors that affect an organization's strategy.
7. Explain the strategic responses that can be opt in a particular situation by an organization during the environmental changes.

Chapter 2-Business Policy and Strategic Management

8. Explain in brief the level of strategic management in an organization.
9. What are the major dimensions of strategic decision making?

Chapter 3-Strategic Analysis

10. How an organization analyses its business portfolio explain on market growth rate and relative market share.
11. Discuss various issues in analysis of competition in an industry?

Chapter 4-Strategic Planning

12. Devise an ideal work plan for implementing a turnaround strategy in an organization?
13. Briefly explain the steps involved in formulating the corporate strategy.

Chapter 5-Formulation of Functional Strategy

14. Discuss the important areas where human resource manager can play a strategic role.
15. "Evaluating the worth of a business is central to strategy implementation." In the light of this statement, explain the methods that can be used for determining the worth of a business.

Chapter 6-Strategic Implementation and Control

16. How a corporate culture can be a strength and weakness of an organization?
17. Transformational leadership style may be appropriate in turbulent environment while transactional leadership style may be appropriate in settled environment. Comment.

Chapter 7-Reaching Strategic Edge

18. Explain in brief the themes of Six Sigma.
19. Compare the Traditional Management Practices with Total Quality Management (TQM).

NOV 2013

1. ***State with reasons which of the following statements are correct/incorrect:***
   a. Porter’s five forces model considers substitute products as a latent source of competition in an industry.
   b. A strategic vision is a road map of a company’s future.
   c. Successful businesses have to recognize different elements of environment.
   d. Growth share matrix is popularly used for resource allocation.
   e. Balance scorecard is a combination of strategic and marketing objectives.
   f. Strategic planning is an attempt to improve operational efficiency.
   g. With the help of strategies, organisations easily overcome their rivals.
   h. Human resource management is important for strategic management.
   i. An organisation's culture is always an obstacle to successful strategy implementation.
   j. The internet can be an economical means of delivering customer services.

2. ***Explain the meaning of the following concepts:***
   a. Key success factors
   b. Corporate strategy
   c. Relationship marketing
   d. Value chain Analysis
   e. Differences between the two concepts

3. ***Distinguish between the following:***
   a. Vertically integrated diversification and Horizontally integrated diversification.
   b. Strategy formulation and Strategy implementation.
   c. TQM and Traditional management practices.
   d. Logistic management and Supply chain management.

4. ***Write short notes on the following:***
   a. Strategic business unit.
   b. Best–cost provider strategy.
   c. BPR.
   d. Importance of Strategic Management.

5. ***Briefly answer the following questions:***
   a. Explain in brief environmental scanning.
   b. What is meant by retrenchment strategy?
   c. Can a change in the elected government affect the business environment? Explain.
   d. Discuss the relevance of Tows Matrix in strategic planning process.

Chapter 1-Business Environment

6. The external environment holds considerable power over the organization. How?
7. How PESTLE analysis is used for analyzing the macro environment? Explain.

Chapter 2-Business Policy and Strategic Management

8. What tips can you offer to write a 'right' Mission Statements?
9. What is Strategic Management? What benefits accrue by following a strategic approach to managing?

Chapter 3-Strategic Analysis

10. 10. Describe the construction of BCG matrix and discuss its utility in strategic management.
11. Explain the Ansoff's product market growth matrix.

Chapter 4-Strategic Planning

12. Many organizations in order to achieve quick growth use strategies such as mergers and acquisitions. Explain. Discuss various types of mergers.
13. What is turnaround management? What are various stages in its implementation?

Chapter 5-Formulation of Functional Strategy

14. What are the requirements for the successful implementation of supply chain management system? Discuss.
15. What is meant by Functional strategies? In term of level where will you put them? Are functional strategies really important for business?

Chapter 6-Strategic Implementation and Control

16. A company is planning to introduce changes in its structure, technology and people. Explain how Kurt Lewin's change process can help this organisation.
17. Explain the various types of strategic control.

Chapter 7-Reaching Strategic Edge

18. Adoption of six sigma can bring paradigm change in the organization. Discuss how six sigma can improve the functioning of business organization.
19. What is Benchmarking? What are the areas where benchmarking can help.

MAY 2014

1. ***State with reasons which of the following statements are correct/incorrect:***
   a. PESTLE analysis is used to monitoring the micro environmental factors.
   b. Growth share matrix is popularly used for resource allocation.
   c. For a small entrepreneur vision and mission are irrelevant.
   d. Vertical diversification integrates firms forward or backward in the product chain.
   e. Production strategy implements, supports and drives higher strategies.
   f. SBU concepts facilitate multi-business operations.
   g. Strategies may require changes in organizational structure.
   h. Benchmarking is a remedy for all problems faced by organizations.
   i. The thrust of operational control is on individual tasks or transactions.

2. ***Explain the meaning of the following concepts:***
   a. Demographic environment
   b. ADL Matrix
   c. Directional Strategies
   d. Synchro-marketing

3. ***Distinguish between the following:***
   a. Transformational and transactional leadership
   b. SWOT and TOWS Matrix
   c. Mergers and acquisitions

4. ***Write short notes on the following:***
   a. Global strategy
   b. Corporate culture
   c. Value chain analysis
   d. Co-generic merger

5. ***Briefly answer the following questions:***
   a. "Environment is the sum of several external and internal forces that affect thefunctioning of business." Explain.
   b. Liquidation is the last resort option for a business organisation. Explain.
   c. Briefly explain the need of turnaround strategy.
   d. 'A network structure is suited to unstable environment.' Elaborate.

Chapter 1-Business Environment

6. Discuss the Porter's model for systematically diagnosing the significant competitive pressures in a market.
7. Explain how technological factors present an opportunity as well as threat to a particular business organization.

Chapter 2-Business Policy and Strategic Management

8. What do you understand by strategic management? Discuss its framework.
9. "Strategy is partly proactive and partly reactive." Do you agree? Give reasons for your answer.

Chapter 3-Strategic Analysis

10. Explain the model which has been inspired from traffic control lights.
11. An organization wants to start a new business and would like to understand the structure of competition in the industry. Identify the factors that an organization should analyze.

Chapter 4-Strategic Planning

12. What do you understand by 'Strategy'? Explain the four generic strategies as discussedbyGlueck and Jauch.
13. How a company can deal with strategic uncertainty?

Chapter 5-Formulation of Functional Strategy

14. What are the three major research and development approaches for implementing strategies.
15. "Evaluating the worth of a business is central to strategy implementation." In the light of this statement, explain the methods that can be used for determining the worth of a business.

Chapter 6-Strategic Implementation and Control

16. How the management of internal linkages in the value chain analysis creates competitive advantage?
17. An important part of strategic management process is implementation of strategy. Discuss the relationship of soundness of strategy formulation with the quality of implementation.

Chapter 7-Reaching Strategic Edge

18. Define TQM? Explain the various principles that guide success of TQM.
19. 'The growing use of the internet by businesses and consumers is changing thecompetitive scenario.' Identify the characteristics of the E-commerce environment doing so.

NOV 2014

1. ***State with reasons which of the following statements are correct/incorrect:***
   a. Diversity in environment makes it difficult to understand.
   b. An organization with intense competition is unlucky.
   c. The technology and business are highly interrelated and interdependent.
   d. A sound strategy does not leave any scope for miscalculations.
   e. The strategic management process ends with implementation.
   f. Strategy formulation heavily relies on intuition and hunch.
   g. One or two key success factors may outrank others.
   h. Strategic planning always flows from top to bottom.
   i. Stability strategies are do-nothing approach to manage.
   j. Cost-plus pricing ensures profits in competition.
   k. Network structure creates virtual organisations.
   l. Unfreezing facilitates change.

2. ***Distinguish between the following:***
   a. Micro environment and Macro environment.
   b. Forward integration and backward integration
   c. Inbound logistics and outbound logistics
   d. Concentric diversification and conglomerate diversification.

3. ***Write short notes on the following:***
   a. Globalisation
   b. strategic vision
   c. Transformational leadership
   d. Kieretsus
   e. Hourglass Structure

4. ***Briefly answer the following questions:***
   a. What is a mission statement?
   b. How production strategy implements, supports and drives higher strategies?
   c. What do you understand by the term star in the context of BCG matrix?
   d. What are the major dimensions of strategic decisions?
   e. Benchmarking process helps to achieve improvement in diverse range ofmanagement functions. Discuss.

Descriptive Answers

Chapter 1-Business Environment

5. What is Environment? Briefly explain various macro environmental factors in Indian context.
6. What do you understand by the term business? Are business done for profit alone. Explain various objectives of business.

Chapter 2-Business Policy and Strategic Management

7. What do you understand by the term corporate strategy? Explain the concept with its characteristics. How would you argue that 'corporate strategy 'ensures the correct alignment of the firm with its environment'?
8. What do you understand by ‘Strategy’? Explain the four generic strategies as discussed by Glueck and Jauch.

Chapter 3-Strategic Analysis

9. What is TOWS Matrix. How is it improvement over the SWOT Analysis? Describe theconstruction of TOWS Matrix.
10. Explain GE model. How is it useful in making strategic choices?

Chapter 4-Strategic Planning

11. Discuss how mergers and acquisitions are used for business growth. What are thevarious types of mergers?
12. What is diversification? Distinguish between vertically integrated diversification and horizontally integrated diversification.

Chapter 5-Formulation of Functional Strategy

13. What are functional strategies? How important are they for the business?
14. Explain the requirements for the successful implementation of supply chain management system?

Chapter 6-Strategic Implementation and Control

15. What is strategic change? How do you initiate strategic change in an organisation? Explain the change process proposed by Kurt Lewin.
16. What are the leadership roles played by a strategic leader? Distinguish between a transformational leader and a traditional leader.

Chapter 7-Reaching Strategic Edge

17. How internet is affecting the business? Explain the strategy-shaping characteristics of the E-commerce environment.
18. How six sigma can be implemented for existing and new products.

MAY 2015

1. ***State with reasons which of the following statements are correct/incorrect:***
   a. Substitute products are latent source of competition.
   b. Enterprises pursue multiple objectives rather than a single objective.
   c. The management of funds can play a pivotal role in strategy implementation.
   d. Not-for-profit organizations are not required to have a strategy.
   e. The process of strategy avoids matching potential of the organization with theenvironment opportunities.
   f. There is both opportunity and challenge in 'Change'.
   g. Efficiency and effectiveness mean the same in strategic management.
   h. Production strategy implements, supports and drives higher strategies.
   i. E-commerce technology opens up a host of opportunities for reconfiguring industryand company value chains.
   j. A company's strategy has always to be proactive in nature.

2. ***Distinguish between the following:***
   a. Operational Control and Management Control.
   b. Strategy Formulation and Strategy Implementation.
   c. DMAIC and DMADV Methodology of Six Sigma.
   d. Top-Down and Bottom-Up Strategic Planning.

3. ***Write short notes on the following:***
   a. Socio-cultural environment
   b. Portfolio analysis
   c. Augmented marketing
   d. Six sigma
   e. Strategic groups

4. ***Briefly answer the following questions:***
   a. Briefly explain Premise Control.
   b. Define Total Quality Management.
   c. Explain the Concept of strategic Intent.
   d. Define Forward and Backward Linkages.
   e. Explain briefly the Competitive advantage.

Descriptive Answers

Chapter 1-Business Environment

5. Discuss the Porter's model for systematically diagnosing the significant competitive pressures in a market.
6. Briefly explain macro environmental factors that affect an organization's strategy.

Chapter 2-Business Policy and Strategic Management

7. What is Strategic Management? What benefits accrue by following a strategic approach to managing?
8. What are the major dimensions of strategic decision making?

Chapter 3-Strategic Analysis

9. Explain how TOWS matrix can generate strategic options within external and internal environment.
10. How an organization analyses its business portfolio explain on market growth rate and relative market share.

Chapter 4-Strategic Planning

11. What is turnaround management? What are various stages in its implementation?
12. Discuss strategic alternatives with reference to Michael Porter's strategies.

Chapter 5-Formulation of Functional Strategy

13. What is supply chain management? Is it same as logistics management? Discuss.
14. What do you mean by financial strategy of an organization? How the worth of a business is evaluated?

Chapter 6-Strategic Implementation and Control

15. "The role played by middle management is diminishing as the tasks performed by them are increasingly being replaced by the technological tools." Elucidate the statement in terms of its effect on organization structure.
16. Define corporate culture. Also elucidate the statement "Culture is a strength that can also be a weakness".

Chapter 7-Reaching Strategic Edge

17. What is Benchmarking? What are the areas where benchmarking can help?
18. Define Business Process Re-engineering. Briefly outline the steps therein.

NOV 2015

1. ***State with reasons which of the following statements are correct/incorrect:***
   a. Portfolio analysis involves comparison of various functional areas of business.
   b. Strategic management is a bundle of tricks and magic.
   c. A strategic group consists of rival firms with similar competitive approaches andpositions in the market.
   d. SWOT analysis presents a comparative account.
   e. Focus strategies are most effective with consumers having similar preferences.
   f. TQM is a people-focused management system that aims employees' satisfaction.
   g. IT can bring efficiency and effectiveness in the functioning of businesses.
   h. A corporate culture is always identical in organizations located in samegeographical area.
   i. Demarketing is used to eliminate the competitors' market share.
   j. Balance scorecard is a combination of Human resource and marketing functions.

2. ***Distinguish between the following:***
   a. Economic environment and Socio-cultural environment.
   b. Synchro Marketing and Demarketing.
   c. Divestment strategy and Liquidation strategy.
   d. Logistic Management and Supply Chain Management.

3. ***Write short notes on the following:***
   a. Implementation steps in BPR.
   b. Reasons necessary for globalization of companies.
   c. Objectives of SWOT analysis.
   d. Retrenchment Strategy.

4. ***Briefly answer the following questions:***
   a. Briefly explain Experience Curve.
   b. Define Competitive Advantage.
   c. Explain Strategic Vision.
   d. Define Network structure.

Descriptive Answers

Chapter 1-Business Environment

5. "A business enterprise is a sub-system of the larger environmental system." Discuss therelationship between the organization and its business environment.
6. Explain briefly different strategic approaches for Globalization by a company.

Chapter 2-Business Policy and Strategic Management

7. Distinguish between the Three Levels of Strategy Formulation.
8. What is Strategic Decision Making? Briefly explain the major dimensions of strategicdecisions.

Chapter 3-Strategic Analysis

9. ABC Ltd., the pharmaceutical company wants to grow its business. Draw Ansoff's Product Market Growth Matrix to advise them of the available options.
10. How would you argue that strategic analysis is the starting point for strategic thinking?

Chapter 4-Strategic Planning

11. What do you understand by 'Strategy'? Explain the four generic strategies as discussed by Glueck and Jauch.
12. Many organizations in order to achieve quick growth use strategies such as mergers and acquisitions. Explain. Discuss various types of mergers.

Chapter 5-Formulation of Functional Strategy

13. What are the issues that need to be addressed to formulate an effective logistics strategy in a business firm?
14. How Research and Development (R&D) personnel can play an integral part in strategy implementation?

Chapter 6-Strategic Implementation and Control

15. "Successful strategy formulation does not guarantee successful strategy implementation." Discuss.
16. How is 'Strategic Business Unit' beneficial for improving the competitive advantage of a firm?

Chapter 7-Reaching Strategic Edge

17. Explain the role of strategic management in Medical Organizations.
18. How would you explain the managerial significance of Six Sigma in today's business world?