

## CH:1

RANK: A

1. Importance of strategic management

2. Limitations of strategic management  
[CTC]

\*\*\* 3. Explain : Parity Proactive Parity Reaction

RANK: B

1. Strategic management is not for NPO & NGOs

Page No.   
 Date   
 your

## CH:2

### RANK: A

1. BCG: Growth matrix
2. Ansoff's product matrix chart
3. GE model
4. SWOT Analysis
5. TOW'S MATRIX
6. Globalization <sup>★</sup>
7. Experience curve
8. Product life cycle:
9. Value chain (Porter's) [Hint: Inbound v/s Outbound]
10. Competitive landscape
11. How to build core competence?  
[Hint: CC must be valuable, rare, difficult to copy & non-substitutable]

### Rank: B

1. competitive advantage have limited lifespan? eg: Durability, Transferable
2. Value Creation
3. Factors that change regularly in external environment  
[Pg 2.10]
4. Dominant features of industry.  
<sup>AD</sup> ADI matrix
5. Management linkages  
(what are linkages between primary & support activities)

CH:3

RANK:A

1. Dimensions of strategic management / strategic decisions

2. Explain VIMOSA?  
    vision  
    mission

3. Short & long term objectives

4. Stages in strategic management. (DEFIS)  
    Development  
    Formulation  
    Implementation  
    Environmental

Rank A,B,C

Questions:

CH:4

RANK:A

1 Corporate level strategies:

2. Action plan for turnaround strategies

Hint (One last chance)

- Assess current problem
- develop plan
- Implement & Emergency plan
- Re-structure the business
- Return to normal

3. People mix V/s Product mix (2 marks)

Hint [People mix = Reward V/s Punishment

Product mix = Positioning of Product

4. Conglomerate diversification: (completely different)

Videcon - 1. Electronics

2. Telecommunication

5. Characteristics of stability strategy.

## RANK: B

1. Characteristics of GROWTH strategy.

2. Intensification v/s Diversification.

Pg: 4-7

3. Concentric Diversification

Hint: [Razor-Blade, Printer Ink, Camera-Films]

4. Forward v/s Backward Integration

eg: Hospitality services ties up with ambulance services

i.e backward

egs

5. Retrenchment strategies:

## RANK: C

1. Combination strategies

2. Explain the statement

"Dead business is more than alive"  
It is liquidation strategy.

CH:5RANK:A

1. Best cost strategy.
- \*\* 2. Focus strategy
  - Focus cost (Walmart)
  - Focus differentiation (Apple)
3. Advantages of cost leadership strategies (Pg 5.11)
4. Barriers to new entrance. (Most imp)

RANK:B

1. Competition among rivals becomes cutthroat in certain situations (Pg 5.6)
2. Buyer Bargain power v/s Supplier Bargaining power (2m)
3. Who are customers (2m)

RANK:C

1. Effi Entire differentiation strategy
2. How to achieve differentiation [PUFBITE]

CH:6RANK: A

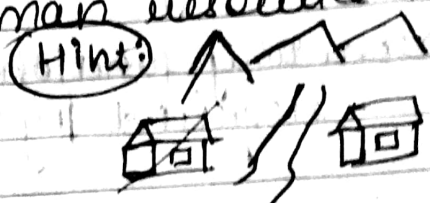
1. Short note on marketing mix.
2. ~~Hidden Que~~ Reason why functional strategies are required [Pg: 6.3]
3. Advertisement V/s Publicity (2m)
4. Expanded marketing mix (7 P's)  
[People, Place, Product, Price, Promotion  
Process, Physical evidence]
5. Define (100% question) either in Q1 or Q:7
  - Augmented marketing
  - synchro marketing
  - De-marketing
  - Relationship marketing
6. How to evaluate net worth. [Pg: 6.15]  
[तीन में तीन]

✶ Rem

Rank: B

1. What factors of employee (HR) do achieve competitive advantage [CART]

2. Role of human resource manager.



3. Research and development strategy:

|                   |      |               |                                 |
|-------------------|------|---------------|---------------------------------|
|                   |      | market growth |                                 |
|                   |      | Fast          | low                             |
| technology change | Fast | Outsource     | <del>Inhouse</del><br>Outsource |
|                   | low  | Outsource     | Inhouse                         |

Outsource / Inhouse

4. Is logistics management same as supply chain management?

ANS: NO

NOV' 18

RANK: C

1. Projected financial statements.

2. Various financial strategies (Pg 6.12)

## CH:7

### RANK:A

1. Hour Glass structure.
2. Roles & Responsibilities of "Strategic Leader"  
 (Both Que: are different)
3. Recently Asked Que: Is a culture Ally or Obstacle?
4. Difference between Entrepreneur & Intreprenuer  
 (MR ROD CV)  
 Management of Resources  
 Risk Taking Ability  
 Responsible for P/L  
 Opportunities are recognized  
 Decision taking of making a prod.  
 Company waiting \*  
 Value to customer

### RANK:B

1. Short note on SBU: [Video Refer]
2. Chandler's strategic structure relationship  
 Pg 704 [Summary of SM].
3. Matrix structure [Refer video]

### RANK:C

1. Network structure [Refer video]

## CH:8

\* RANK: A

\*\*\*1. Kurt Lewin's model of change.

2. Forward linkage v/s Backward linkage.  
(2M)

Ans:

\* Forward linkage (F to I)

- While formulating a strategy if organ<sup>z</sup> structure has to be changed this linkage is called forward linkage.

- It holds a forward impact:

- Implementation changes because of formulation

\* Backward linkage

- While implementing of strategy various problems are caused in this situation strategy has to be redesigned it has backward effect.

impact

3. Strategic formulation v/s Implementation.  
(Pg 8:5) 4 marks

4. Effectiveness v/s Efficiency.

5. Business Process re-engineering

\*\*\*6. BENCHMARKING:

RANK: B

1. strategic audit:

[6M] Topic

[Ans:] The ~~center~~ core of strategic Audit, lie on following.

1. How well the strategy is working?

2. How well the strategy will work in future?

3. Is there any need of change?

4. How urgently change has to be implemented.

\* Need of strategic audit:

1. Strategic audit is required when performance of organization is negative  
eg: (loss, Neg. cash flow)

2. When goals are not achieved

3. When external environment gets change.

\* Strategic audit includes three basic activities:

1. Study existing strategy.

2. Compare actual and expected result.

### 3. Taking collective actions.

Richard Rumelts criteria for strategy audit:-

#### 1. Consistency:

It means that strategy is in consistence with goals & policy.

There are 3 guidelines:

(A) If managerial problem continues despite of change in personnel the problem must be issue based rather than people based.

(B) If problem in org<sup>n</sup> are continuously brought to the notice of top management strategies may be incoherence.

(C) If success of one org<sup>n</sup> department result into failure of another department, strategies may be incoherence.

#### 2. Consonance:

A strategy must represent an adaptive response to external environment. One difficulty in matching firms key internal and external factors in formulation of strategy is that "most trends are the result of interaction

among another trend.

### 3. Feasibility:

Before formulating strategy strategies must ensure availability of resources. The resources may be physical, financial & human.

Sometimes lack of resource & planning leads to ~~the~~ strategy failure.

### 2. Strategic control:

