

SET II
MBA (HRM) 2nd Semester

Course Title: **Strategic Management**
Course No.: **MHRM-206**

Maximum Marks: **100**
Time Allowed: **3 hours**

Section A

Attempt all questions, each question carries 1 mark

Q1. Switching costs refer to the:

- a) Cost to a producer to exchange equipment in a facility when new technologies emerge.
- b) Cost of changing the firm's strategic group.
- c) One-time costs suppliers incur when selling to a different customer.
- d) One-time costs customers incur when buying from a different supplier.

Q2 A network of firms providing different parts of a value-chain in the production of a product or service is known as:

- a) Franchising
- b) Nearshoring
- c) Orchestrating
- d) Co-specialization

Q3. What does "R" stands for in VRIO framework?

- a) Rare
- b) Rare
- c) Replaceable
- d) Reengineering

Q4. _____ is/are the source of a firm's _____, which is/are the source of the firm's _____.

- a) Resources, capabilities, core competencies
- b) Capabilities, resources, core competencies
- c) Capabilities, resources, above average returns
- d) Core competencies, resources, competitive advantage

Q5. High cost and the loyalty from existing customers can be studied under which head of 5 forces model

- a) Potential entry of new competitors
- b) Bargaining power of suppliers
- c) Development of substitute products
- d) Bargaining power of union

Q6. Firm A has decided to use an outside travel firm for making travel arrangements but it is based on the premises of Firm A. This is an example of:

- a) Nearshoring
- b) Offshoring
- c) Insourcing
- d) Outsourcing

Q7. In the resource-based model, which of the following factors would be considered a key to organizational success?

- a) Unique market niche
- b) Weak competition
- c) Economies of scale
- d) Skilled employees

Q8. Under directional Policy matrix with low market attractiveness and low business strength which among the following is feasible to adapt

- a. Divest
- b. Harvest
- c. Invest
- d. Grow

Q9. The "balanced scorecard" supplies top managers with a inputs of learning and growth, customer, Internal business process and

- a) Financial
- b) Innovation
- c) Development
- d) Invention

10. A joint venture can be defined as:

- a) Two firms collaborate together on a specific project
- b) One firm licenses its intellectual property to another firm
- c) Two firms merge together
- d) Two firms come together to form a third, legally separate firm

Section 'B'

Attempt any five questions, each question carries 6 marks.

- Q11) What do you understand by strategic obsession.
- Q12) Write a short note on directional policy matrix.
- Q13) What aspects does an organizational appraisal deals with?
- Q14) What is cost leadership and how organizations use it for strategic gains
- Q15) How efficient resource allocation help in attaining competitive goals?
- Q16) What are the different levels of formulation of strategy?
- Q17) What are the various benefits of strategic planning.
- Q18) Write a short note on premise control and special alert control

Section 'C'

Attempt one question from each unit. Each question carries 12 marks.

UNIT 1

Q19) How has globalization boosted the strategic alignment of organizations.

Q20) What are the various steps involved in corporate strategic process. Explain with the help of flow chart.

UNIT 2

Q21) How does GE 9 Cell matrix helps in development of effective and efficient corporate portfolio analysis, throw some light.

Q22) What are the various external and internal factors that influence the choice of strategist.

UNIT 3

Q23) What is five forces model. How this model does helps you ascertaining the market attractiveness.

Q24) Explain the concept of related and unrelated diversification. Explain with help of relevant examples.

UNIT 4

Q25) Write short note on

- a) Functional Level Strategy
- b) SBU level Strategy
- c) Corporate level strategy

Q26) How does the formulation affect the implementation of strategies? Why do formulated strategies do not get implemented as intended?

UNIT 5

Q27) Why organizations should have a control mechanism at place. How strategic control helps in optimum utilization of resources

Q28) Write a short note on

- a) Disruptive innovation
- b) Judo Strategy