

VPM's
DR VN BRIMS, Thane
Programme: MMS (2015-17)
Third Semester Examination October 2016

Subject	Strategic Management (Common Subject)		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	20.10.2016

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1) 20 Marks (Compulsory)

Q1(a) What is Competitor Analysis? What are the components of Competitor Analysis? Outline the steps used to develop a competitive Profile Matrix.

Q1(b) Develop a Competitive Profile Matrix for Dominos, Smokin Joes and Pizza Hut. Outline the reasons for the Critical Success Factors, Weightages assigned to each factor and the rankings you have given to each of the above brands on each factor.

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- Explain Benchmarking as a method of Comparative Analysis
- Explain the incentives and benefits of an International Strategy
- What are the qualitative and quantitative factors used to measure performance of a strategy during Strategic Evaluation and Control

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- What is a Mission Statement? Explain the 9 components of a Mission Statement.
- Explain Porter's Generic Competitive Strategies
- What are the various leadership skills that need to be disseminated throughout an organization

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- Explain the various modes of International entry
- What is Strategy Implementation? Explain the interrelationship between Strategy Formulation and Strategy Implementation.
- How is the BCG Matrix used as a tool for Portfolio Analysis

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- What is the role of the Board in Corporate Governance?
- What is a Strategic Group? What are the characteristics of firms in a strategic group?
- What is Stability Strategy? When do organizations follow a Stability Strategy?

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- Explain the value chain analysis as a tool of Internal Analysis
- Explain the TOWS matrix with relevant examples
- Explain the GE cell matrix as a tool of Internal Analysis

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- What are the various growth strategies?
- What is the difference between Vertical and Horizontal Integration? Explain with relevant examples
- What is Turnaround Strategy? When do organizations undertake a Turnaround Strategy?