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63/2 (SEM-4) MCO 403

2022

MCO

(Theory Paper)

Paper Code : MCO-403

(Strategic Management)

Full Marks – 80

Time – Three hours

The figures in the margin indicate full marks for the questions.

1. Choose the correct answer : $1 \times 6 = 6$
- (a) Which of the following is the first step in the Strategic Management Process ?
- (i) Strategy formulation
 - (ii) Strategy control
 - (iii) Establishment of Strategic intent
 - (iv) Strategy analysis

[Turn over

(b) Which of the following is Premise Control technique ?

- (i) Strategic surveillance
- (ii) Special alert control
- (iii) Unique selling point
- (iv) Strategic momentum control

(c) Which of the following vertical integrations occurs when a business gains control over its product supply chain ?

- (i) Forward Integration
- (ii) Backward Integration
- (iii) Balance Integration
- (iv) Horizontal Integration

(d) Which of the following number of forces consists of Michael Porter's Competitive Analysis Model ?

- (i) Two forces
- (ii) Three forces
- (iii) Four forces
- (iv) Five forces

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(e) Which of the following is not a Strategic Control Technique ?

- (i) Milestone Review
- (ii) Special Alert Control
- (iii) Strategic Leaf Control
- (iv) Activity-based Costing

(f) Point out the option which is not a strategic Intent ?

- (i) Business Objective
- (ii) Vision
- (iii) Mission
- (iv) Critical Success Factor.

2. Answer the following questions : 2×5=10

- (a) What is Diversification Strategy ?
- (b) Define Integration Strategy ?
- (c) Write any two features of a good vision.
- (d) State two roles of vision in strategy formulation.

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(e) Mention any two techniques of Strategic Leap Control.

3. Answer any six questions : 5×6=30

(a) Highlight the advantages of Competitive Profile Matrix.

(b) Write a short note on Backward Integration.

(c) How is strategic surveillance designed to monitor non-focussed control ?

(d) Explain how did the resource based view of the firm become the dominant paradigm of strategic planning during 1990's.

(e) Explain briefly the Role of Mission in strategy formulation.

(f) Point out the differences between Vision and Mission.

(g) Delineate the operational control process with the help of a clear flow-chart.

(h) State the importance of setting performance standards in designing control process.

(i) Discuss briefly how does Internal Factor Evaluation use to evaluate firm's internal environment.

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4. Answer any two questions : 10×2=20

(a) Describe the implementation of external factors evaluation matrix in specific industry.

(b) Discuss the different techniques of Strategic Premise Control based on the stable or unstable environment.

(c) Explain how is 'implementation control' designed to check and take necessary actions for achieving predetermined goals.

5. Answer any one questions : 1×14=14

(a) "The essence of vision is a forward looking view of what an organisation is to become in future." Justify. 14

Or

(b) Analyse the different types of diversification strategies with relevant examples. 14

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