

BCH. 503 Business Policy and Strategic Management

Semester-v

Section A: Long Answer Type Questions

Unit I

1. Define Strategic Management and explain its components.
2. Discuss the levels of strategy formulation with examples.
3. Explain the mission, vision, and objectives of strategic planning.
4. Elaborate on the impact of globalization on business policy.
5. Describe the basic model of strategic management.
6. Discuss corporate strategy in detail with suitable illustrations.
7. How is strategic decision-making carried out in an organization?
8. Compare and contrast mission and vision statements.
9. What are the characteristics and functions of business policy?
10. Analyse the importance of strategic management in modern businesses.

Unit II

1. Discuss the role of strategic management in marketing and HR.
2. Explain the impact of internet and e-commerce on strategic planning.
3. Define and explain ETOP Analysis with a practical example.
4. Discuss the significance of OCP (Organizational Capability Profile).
5. Evaluate the role of finance in strategic management.
6. How does global competitive intelligence affect corporate strategy?
7. Explain the process of environmental scanning in detail.
8. Discuss the challenges faced by strategic managers in e-commerce businesses.
9. How is technology shaping business strategy today?
10. Elaborate on the influence of HR strategy in strategic management.

Unit III

1. Describe the value chain approach with examples.
2. Explain resource-based view (RBV) of strategy.
3. What is SWOT Analysis? Describe its application in strategy.
4. Discuss the concept and framework of TOWS Matrix.
5. Define Strategic Budget and its role in corporate planning.
6. Compare various corporate strategies: growth, expansion, and diversification.
7. Explain retrenchment and combination strategies with examples.
8. Discuss the significance of functional resource scanning.
9. What is strategic audit? Why is it important?
10. Describe the different types of corporate strategies with suitable cases.

Unit IV

1. Explain the stages in the process of strategic planning.
2. What is corporate restructuring? Discuss with examples.

3. Discuss mergers and acquisitions from a strategic perspective.
4. Explain strategic alliances and their strategic significance.
5. Discuss portfolio analysis and its tools.
6. Explain BCG Matrix with the help of an example.
7. What is corporate parenting? Explain its advantages.
8. Describe GE Nine Cell Model and its application in strategy.
9. Compare and contrast Porter's Five Forces and Diamond Model.
10. Define strategic choice and explain its importance in business.

Unit V

1. Describe the McKinsey 7S model and its application.
2. Explain strategic implementation through organizational structure.
3. Discuss the role of HR in strategic implementation.
4. What are the ethical issues in strategy implementation?
5. Explain the organization life cycle and its strategic implications.
6. Describe activity-based costing and its relevance to strategy.
7. How is strategic control exercised in organizations?
8. Discuss the role of information systems in strategic management.
9. Explain the drafting process for important documents and reports in strategy.
10. Illustrate the importance of strategic case studies in learning.

Section B: Short Answer Type Questions

Unit I

1. Define strategic management.
2. What is a mission statement?
3. Write two benefits of business policy.
4. What is corporate strategy?
5. Name the levels of strategy.
6. State two key features of globalization.
7. What is vision?
8. Define strategic decision-making.
9. What is the significance of objectives?
10. What is the difference between strategy and policy?

Unit II

1. What is ETOP analysis?
2. Write any two impacts of e-commerce.
3. Define OCP.
4. Mention one role of strategy in finance.
5. What is scanning in strategic planning?
6. What is competitive intelligence?
7. Define strategic management in HR.
8. Give one example of internet's impact on strategy.
9. What is the purpose of scanning the environment?

10. Write a short note on strategic marketing.

Unit III

1. What is value chain?
2. Define SWOT analysis.
3. Expand TOWS.
4. Write any one corporate growth strategy.
5. Define strategic audit.
6. What is diversification?
7. Mention two types of retrenchment strategy.
8. What is a functional resource?
9. Define combination strategy.
10. What is a strategic budget?

Unit IV

1. What is corporate restructuring?
2. Name any two strategic alliances.
3. What is BCG matrix?
4. Define portfolio analysis.
5. What is a merger?
6. What is corporate parenting?
7. What is GE Nine Cell Model?
8. State one function of strategic planning.
9. What is Porter's Diamond Model?
10. What is strategic choice?

Unit V

1. Write one component of the 7S model.
2. Define activity-based costing.
3. What is strategic information system?
4. Mention one stage of organizational life cycle.
5. Define strategic implementation.
6. What is meant by control in strategic management?
7. What is a case study?
8. Mention any one ethical issue in HR.
9. Define values in HR strategy.
10. What is report drafting?

Section C: Multiple Choice Questions

Unit I

1. Strategic management is primarily concerned with:
 - a) Day-to-day operations
 - b) Long-term planning
 - c) Recruitment
 - d) Accounting
2. A vision statement focuses on:
 - a) Current goals
 - b) Day-to-day plans
 - c) Future aspirations
 - d) Financial audits
3. Globalization affects:
 - a) Only local markets
 - b) International taxation only
 - c) Strategic choices
 - d) Internal politics
4. Mission defines:
 - a) Where the company wants to go
 - b) Why the company exists
 - c) The employees' role
 - d) The budget
5. Business policy is a part of:
 - a) HR
 - b) IT
 - c) Strategic management
 - d) Accounting
6. Which of the following is not a level of strategy?
 - a) Corporate
 - b) Business
 - c) Technical
 - d) Functional
7. Strategic decisions are:
 - a) Operational
 - b) Tactical
 - c) Long-term
 - d) Procedural
8. Strategic Management involves:
 - a) Controlling
 - b) Planning only
 - c) Formulation and implementation
 - d) Auditing
9. The basic model of strategic management includes:
 - a) Execution, Monitoring
 - b) Analysis, Implementation
 - c) Formulation, Implementation, Evaluation
 - d) None

10. Vision is related to:
- a) Past performance
 - b) Present actions
 - c) Future goals
 - d) Marketing strategy

Unit II

1. ETOP stands for:
 - a) Environmental Threats and Opportunities Profile
 - b) Economic Tools of Planning
 - c) Enterprise Tool of Planning
 - d) None
2. OCP stands for:
 - a) Official Control Profile
 - b) Organisational Capability Profile
 - c) Organised Corporate Planning
 - d) None
3. Strategic scanning refers to:
 - a) Internal auditing
 - b) Industry-wide scanning
 - c) Environmental assessment
 - d) Document scanning
4. E-commerce mainly affects:
 - a) Finance
 - b) Strategy and customer interaction
 - c) Laws
 - d) Politics
5. Internet has increased:
 - a) Strategic ambiguity
 - b) Managerial delay
 - c) Global visibility
 - d) Local conflicts
6. Competitive intelligence is used to:
 - a) Control staff
 - b) Monitor competitors
 - c) Increase cost
 - d) Improve ethics
7. One of the areas of strategic HR is:
 - a) Wage policy
 - b) Legal issues
 - c) Talent retention
 - d) Building rent
8. E-commerce leads to:
 - a) More paperwork
 - b) Decreased reach
 - c) Digital business models
 - d) Slow supply chains
9. Strategic finance is concerned with:
 - a) Loan approval

- b) Tax returns
 - c) Long-term investment
 - d) Billing
10. Environmental scanning does not involve:
- a) Legal trends
 - b) Social changes
 - c) Government policy
 - d) Routine salary approval

Unit III

1. Value chain was developed by:
 - a) Michael Porter
 - b) Henry Mintzberg
 - c) Abraham Maslow
 - d) Peter Drucker
2. SWOT stands for:
 - a) Strategy with Options and Tactics
 - b) Strengths, Weaknesses, Opportunities, Threats
 - c) Strategic Wealth Over Time
 - d) None
3. TOWS matrix helps in:
 - a) Internal branding
 - b) Strategic planning
 - c) Pricing
 - d) Controlling
4. Growth strategy includes:
 - a) Downsizing
 - b) Expansion
 - c) Layoffs
 - d) Cost-cutting
5. Retrenchment strategy aims at:
 - a) Expanding
 - b) Divesting
 - c) Acquiring
 - d) Promoting
6. Strategic budget helps in:
 - a) Cost estimation
 - b) Auditing
 - c) Long-term resource planning
 - d) Hiring
7. Combination strategy includes:
 - a) Growth and Retrenchment
 - b) Retrenchment only
 - c) Diversification only
 - d) None
8. Functional scanning refers to:
 - a) IT scans
 - b) Departmental strength checks

- c) Legal audits
- d) Health inspections
- 9. Diversification means:
 - a) Increasing tax
 - b) Entering new markets
 - c) Selling old products
 - d) Cutting costs
- 10. Corporate strategy focuses on:
 - a) Operations
 - b) Top-level decisions
 - c) HR only
 - d) None

Unit IV – Strategic Planning and Development

1. The first step in strategic planning is:
 - a) Strategy implementation
 - b) Environmental scanning
 - c) Strategy evaluation
 - d) Budget planning
2. Corporate restructuring involves:
 - a) Expansion only
 - b) Changing the organizational structure
 - c) Customer surveys
 - d) Export planning
3. A strategic alliance is:
 - a) A merger of two rivals
 - b) A formal agreement between firms for mutual benefit
 - c) Takeover by a large firm
 - d) Government regulation
4. The BCG matrix classifies businesses into:
 - a) Four types
 - b) Three types
 - c) Two types
 - d) Five types
5. In BCG Matrix, a business unit with high market share and low growth is called:
 - a) Star
 - b) Cash Cow
 - c) Question Mark
 - d) Dog
6. Portfolio analysis helps in:
 - a) HR development
 - b) Financial accounting
 - c) Assessing business units
 - d) Product pricing
7. Corporate parenting is about:
 - a) Parent-child relation in branding
 - b) Centralized control by the corporate HQ
 - c) Product promotion strategies
 - d) Customer relationship management

8. Porter's Five Forces model is used for analysing:
 - a) Internal performance
 - b) Industry competitiveness
 - c) Budget planning
 - d) Advertising
9. GE Nine Cell Model is based on:
 - a) Market and product synergy
 - b) Business strength and industry attractiveness
 - c) Competitor's strategy
 - d) Employee performance
10. Strategic choice is the process of:
 - a) Assigning tasks
 - b) Evaluating and selecting strategic options
 - c) Hiring new staff
 - d) Budget approvals

Unit V – Strategy Implementation and Control

1. The 7S framework was developed by:
 - a) Peter Drucker
 - b) McKinsey & Company
 - c) Michael Porter
 - d) GE Corporation
2. Which of the following is NOT part of McKinsey's 7S model?
 - a) Style
 - b) Skills
 - c) Strategy
 - d) Sales
3. Activity-based costing (ABC) focuses on:
 - a) Profit margins only
 - b) Allocation of overhead costs
 - c) Monthly billing
 - d) Wages
4. Strategic implementation is mainly about:
 - a) Planning strategy
 - b) Executing the chosen strategy
 - c) Market research
 - d) Raising finance
5. Organizational Life Cycle consists of:
 - a) Fixed assets only
 - b) Planning tools
 - c) Various growth stages
 - d) Tax planning
6. Strategic Information Systems (SIS) are used for:
 - a) Data backup only
 - b) Enhancing business competitiveness
 - c) Maintaining employee salaries
 - d) Designing logos
7. Values and ethics in strategic management affect:
 - a) Only HR policies

- b) Customer complaints only
 - c) Decision-making and organizational culture
 - d) Advertising only
8. Strategic control is used to:
- a) Review operational duties
 - b) Monitor and adjust strategic plans
 - c) Manage payroll
 - d) Track inventory
9. Case studies are useful in:
- a) Theoretical exams only
 - b) Analyzing real-life business problems
 - c) Managing company payroll
 - d) Legal compliance
10. Report drafting in strategic management involves:
- a) Only internal memos
 - b) Formal documentation of strategic plans and evaluations
 - c) Resume writing
 - d) Tax returns