

SHRI GURU NANAK DEGREE COLLEGE,

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BBA 605: Strategic Management

Section A – Long Answer Questions

Unit I

1. Define Strategy. Explain the strategic intent hierarchy.
2. Describe the process of strategic management in detail.
3. Differentiate between mission, vision, goals, objectives, and policies.
4. Explain the various levels of strategy with examples.
5. Discuss the role of strategic planning in business policy.
6. How do budgets and programs support strategic goals?
7. Evaluate the relationship between strategic intent and business policy.
8. What are the components of a mission statement?
9. Explain the importance of setting objectives in strategic planning.
10. How does strategy formulation differ from strategy implementation?
11. Explain the process of policy formulation.
12. Describe various types of strategies with suitable illustrations.
13. Illustrate the difference between strategic and operational decisions.

Unit II

1. How is the internal environment of a business evaluated for strategic planning?
2. Discuss the role of core competencies and capabilities in strategic success.
3. What is environmental appraisal? Describe the PESTEL framework.
4. Explain the VRIO Model and its importance in strategic management.
5. Describe how competitive advantage can be sustained.
6. Discuss Porter's Generic Strategies.

7. Compare and contrast internal vs. external environment analysis.
8. What are key success factors? Explain with examples.
9. How do resources influence strategic decision-making?
10. Analyze the strategic alternatives available to a firm.
11. Explain how competitive strategies impact business performance.
12. Evaluate the significance of core competencies in global competition.

- Unit III:

1. Explain Porter's Five Forces Model with real-world examples.
2. Define and explain the value chain analysis.
3. Discuss BCG Matrix and its application in strategic planning.
4. Explain the Experience Curve and its significance.
5. What is SWOT and TOWS matrix? How are they used in strategy formulation?
6. Compare Generic and Grand strategies with examples.
7. What are functional strategies? Discuss their types.
8. Describe strategic tools used for internal and external analysis.
9. Explain the process of strategic analysis and evaluation.
10. Analyze competitive strategies in dynamic business environments.
11. Discuss strategic decision-making in the global context.
12. Evaluate the relevance of strategy formulation models.
13. Explain strategic positioning using real-life company examples.

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- Unit IV:

1. Explain how organizational structure affects strategy implementation.
2. Discuss the importance of leadership in strategic control.
3. How are resources allocated strategically?
4. Describe the role of organizational culture in strategy execution.
5. What is strategic evaluation and control? Explain its techniques.
6. Explain the integration of functional plans in strategy.
7. What is performance feedback? How is it managed?

8. Describe procedural and project issues in strategy implementation.
9. Discuss how evaluation and control systems are designed.
10. How can strategic performance be measured?
11. Discuss types of control mechanisms in strategic management.
12. Explain the role of strategic leadership in business policy.

Section B – Short Answer Questions

Unit I

1. Define strategic intent.
2. What is a vision statement?
3. List the objectives of business policy.
4. Define strategy formulation.
5. State two goals of a strategic plan.
6. What do you understand by 'budget' in strategy?
7. What is the difference between program and policy?
8. List different levels of strategy.
9. What is meant by strategic mission?
10. What is the role of policies in planning?
11. Define strategic objectives.
12. Explain business policy in brief.

1. Unit II

1. What is the role of strategic management in e-commerce?
2. Define ETOP analysis.
3. What do you mean by Organizational Capability Profile (OCP)?
4. Write any two components of global competitive intelligence.
5. What is the strategic role of the internet in marketing?
6. Explain scanning in the context of strategic planning.
7. State the importance of e-commerce in HR strategy.
8. Mention two areas where strategic management is applied in finance.
9. Define competitive intelligence in brief.

10. How does strategic scanning differ from internal analysis?
11. What is the need for global strategic thinking in today's business?
12. Define the relationship between strategic management and technological change.

2. Unit III

1. What is SWOT analysis?
2. Write the full form of BCG.
3. Define Porter's 5 Forces.
4. What is the TOWS matrix?
5. Define value chain.
6. What is experience curve?
7. List the types of functional strategies.
8. What are generic strategies?
9. Mention any two strategic tools.
10. Define grand strategy.
11. What is competitive strategy?
12. State the purpose of strategic analysis.
13. Define strategic formulation.

3.

4. Unit IV

1. What is organizational control?
2. Define leadership in strategic context.
3. What is performance feedback?
4. Define resource allocation.
5. Mention two types of organizational structure.
6. Define integration of functional plans.
7. What is evaluation and control?
8. What are control systems?
9. Define strategy execution.
10. Mention two project issues in implementation.

11. What is corporate culture?
12. State one technique of strategic control.

Section C – Multiple Choice Questions (MCQs)

Unit I

Q: Strategy is formulated at how many levels?

- - 1
- - 2
- - 3
- - 4
-
-

Q: A mission statement describes:

- - Specific targets
- - Strategic budget
- - Organization's purpose
- - Policy framework

Q: Strategic intent is:

- - Short-term plan
- - Statement of means
- - Desired future position
- - Action plan

Q: Objectives are:

- - Long-term policies
- - Short-term aims
- - Abstract ideas
- - Rules

Q: Business policy is:

- - Technical procedure
- - Strategic decision-making framework

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Q: Which of the following is a component of strategic intent?

- - Vision
- - Mission
- - Goals
- - All of the above

Q: Which of these is not a level of strategy?

- - Corporate
- - Business
- - International
- - Functional

Q: Budget in strategy serves as:

- - Vision tool
- - Resource allocator

- - Policy implementer
- - Objective tracker

Q: Program in business policy means:

- - Fixed plan
- - Flexible action plan
- - Audit process
- - Reward system

Q: Which element comes first in strategy formulation?

- - Objectives
- - Goals
- - Mission
- - Policies

Q: Strategic management helps in:

- - Routine decisions
- - Operational tasks
- - Long-term success
- - Daily planning

Q: Which is not part of strategic management?

- - Formulation
- - Implementation
- - Control
- - Routine tasking

Q: Mission statement focuses on:

- - Present state
- - Future aspiration
- - Resources
- - Budget

Unit II

Q: PESTEL stands for:

- - Political, Economic, Social, Technological, Environmental, Legal
- - Planning, Execution, Strategy, Tactics, Ethics, Law
- - None

Q: VRIO stands for:

- - Value, Rarity, Imitability, Organization
- - Vision, Revenue, Innovation, Operation
- - None

Q: Competitive advantage is achieved through:

- - Resources
- - Capabilities
- - Core competencies
- - All of the above

Q: Internal environment includes:

- - Employees
- - Technology
- - Structure
- - All of the above

Q: Key success factors are:

- - Irrelevant capabilities
- - Critical areas to perform well
- - Marketing gimmicks
- - External threats

Q: Environmental appraisal is part of:

- - Strategy implementation
- - Strategic analysis
- - Budgeting
- - Sales planning

Q: Which of these is not part of PESTEL?

- - Technology
- - Labor
- - Environment
- - Legal

Q: Core competencies provide:

- - Short-term profits
- - Long-term competitive advantage
- - Employee motivation

- - Training objectives

Q: External environment includes:

- - HR Policies
- - Supply chain
- - Government rules
- - Product mix

Q: Competitive strategy focuses on:

- - Operational efficiency
- - Positioning vs competitors
- - Recruitment
- - Accounting rules

Q: Capabilities refer to:

- - Physical assets
- - Firm's capacity to deploy resources
- - Rules
- - Vision

Q: SWOT analysis helps identify:

- - Budgets
- - Training needs
- - Internal strengths and weaknesses
- - Policies

Q: Which of the following helps in evaluating internal strengths?

- - PESTEL
- - SWOT
- - TOWS
- - VRIO

Unit III

Q: Which model analyzes industry structure?

- - SWOT
- - BCG
- - Porter's Five Forces
- - VRIO

Q: BCG matrix classifies products based on:

- - Market growth & market share
- - Revenue & cost
- - Profit & loss
- - SWOT & PESTEL

Q: Which of the following is a generic strategy?

- - Cost leadership
- - Market segmentation
- - SWOT
- - TOWS

Q: The Experience Curve explains:

- - Marketing trends
- - Production efficiency over time
- - SWOT analysis
- - PESTEL trends

Q: TOWS Matrix helps in:

- - Internal budgeting
- - Strategy formulation
- - Legal compliance
- - Ethical planning

Q: Functional strategies include:

- - Marketing
- - Finance
- - Operations
- - All of the above

Q: Value chain analysis was proposed by:

- - Henry Fayol
- - Michael Porter
- - Taylor
- - Elton Mayo

Q: Which is NOT a part of value chain?

- - Inbound logistics
- - Operations

- - Research ethics
- - Marketing and sales

Q: Generic strategies were developed by:

- - Peter Drucker
- - Michael Porter
- - Elton Mayo
- - Taylor

Q: Which quadrant in BCG matrix is risky?

- - Stars
- - Question Marks
- - Cash Cows
- - Dogs

Q: SWOT stands for:

- - Strength, Weakness, Opportunities, Threats
- - Strategy, Wealth, Operation, Tactics
- - None

Q: Grand strategy includes:

- - Growth
- - Stability
- - Retrenchment
- - All of the above

Q: Which matrix compares internal and external factors?

- - BCG
- - TOWS
- - VRIO
- - SWOT

Unit IV

Q: Strategy implementation focuses on:

- - Formulation
- - Execution
- - Policy making
- - PEST analysis

Q: Organizational structure influences:

- - Strategy control
- - Leadership
- - Resource allocation
- - All of the above

Q: Which is not a control mechanism?

- - Feedback
- - Feedforward
- - Follow-up
- - Interview

Q: Strategic control evaluates:

- - Resources
- - Competitors
- - Performance
- - Budgeting

Q: Performance feedback is used to:

- - Adjust strategies
- - Layoff staff
- - Expand offices
- - Reduce training

Q: Leadership in strategy helps in:

- - Setting direction
- - Allocating roles
- - Motivating employees
- - All of the above

Q: Resource allocation includes:

- - Financial planning
- - Human resources
- - Technology distribution
- - All of the above

Q: Culture affects strategy through:

- - Employee behavior
- - Values and beliefs

- - Work systems
- - All of the above

Q: Project issues in strategy include:

- - Delays
- - Cost overruns
- - Scope changes
- - All of the above

Q: Evaluation of strategy is done through:

- - Financial ratios
- - KPI analysis
- - Balanced Scorecard
- - All of the above

Q: Strategic leadership involves:

- - Visionary thinking
- - Strategy creation
- - Team building
- - All of the above

Q: Functional plan integration helps in:

- - Better execution
- - Improved coordination
- - Goal alignment
- - All of the above

Q: Control systems must be:

- - Flexible
- - Timely
- - Comprehensive
- - All of the above