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SEAT No. :

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[6380]-41

S.Y.M.B.A.

**301-GC-11 : STRATEGIC MANAGEMENT**  
**(2019 Pattern) (Semester-III)**

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) All questions carry equal marks.

**Q1)** Solve any five.

[10]

- a) Define strategic management.
- b) Define internal environment
- c) Meaning of generic competitive strategies.
- d) Define organisational structure
- e) Define strategic canvas.
- f) Define strategic Alliance.
- g) Define takeover strategies.
- h) Define (KPI)

**Q2)** Solve any two.

[10]

- a) Explain BCG product portfolio nature
- b) Explain balance scorecard.
- c) Explain Mc-Kinsey's 7s Framework.

P.T.O.

Q3) a) Explain portfolio analysis with GE 9 cell model. [10]

OR

b) What are the barriers to implement of Mintzberg 5ps strategies.

Q4) a) Differentiate between Blue ocean and Red ocean strategies with four action framework with example. [10]

OR

b) Explain Merger & Acquisition with suitable examples.

Q5) a) What is meant by Bussiness model? Prepare bussiness model for FMCG product. [10]

OR

b) Explain various Grand strategies with example.



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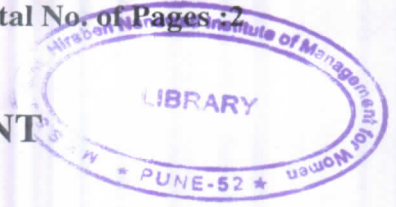
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S.Y.M.B.A.**

**301 GC - 11 : STRATEGIC MANAGEMENT  
(2019 Pattern) (Semester - III)**

SEAT No. :

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*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) All questions are compulsory.*
- 2) All questions carry equal marks.*

**Q1) Answer the following. (Any five)**

**[10]**

- a) Key performance Inducater (KPI)
- b) Red ocean strategies
- c) SBU (Strategies Business Unit)
- d) Core competencies
- e) Critical sucess factor
- f) Key Result Area (KRA)
- g) Vision
- h) Takeover strategy

**Q2) Short note one (Any two)**

**[10]**

- a) Explain VRIO framework.
- b) Grand strategies with Examples
- c) Value chain Analysis

**P.T.O.**

Q3) a) Explain merger & Acquisitions strategies with examples. [10]

OR

b) Explain Mintz berg's. 5 Ps in strategies management.

Q4) a) Explain GE 9 cell model. [10]

OR

b) Explain MC Kinsey's 7's framework.

Q5) a) Explain Porter's five force model with example. [10]

OR

b) Difference between Blue ocean & Red ocean strategies.



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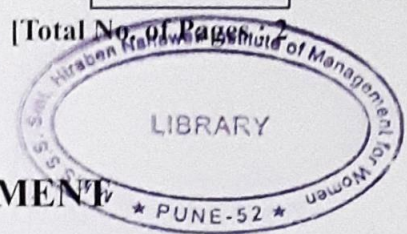
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**S.Y. M.B.A.**

**301 - GC - 11. STRATEGIC MANAGEMENT  
(2019 Pattern) (Semester - III)**



*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*

**Q1)** Answer any 5 out of 8

**[2 Marks Each]**

- a) Define Strategic Management?
- b) What do you mean by the term “Key Result Areas”?
- c) What is the name of the model used to analyze the competitive environment?
- d) What are the 5P’s of Mintzberg?
- e) Define “Benchmarking”?
- f) What is “Core Competence”?
- g) Enlist any 4 symptoms of malfunctioning of strategy?
- h) What organizational design models can be used in a stable environment?

**Q2)** Answer any 2 out of 3

**[5 Marks Each]**

- a) How does entry & exit barriers affect competition between firms in the same market?
- b) What are the 4 perspective of a Balanced Scorecard? Explain.
- c) Describe the differences between ‘Blue’ and ‘Red’ ocean strategies?

**Q3)** Answer any 1 out of 2

**[10]**

- a) Elaborate how can a business use the VRIO framework to gain competitive advantage?

**OR**

- b) Explain the pros & cons of implementing a grand strategy in a particular conflict?

**P.T.O.**



**Q4)** Answer any 1 out of 2

**[10]**

- a) Compare & contrast Porter's Value Chain Model with other frameworks for assessing value creation?

OR

- b) What is the impact of using different elements of the MC Kinsey's 7S framework on an organizations performance?

**Q5)** Answer any 1 out of 2

**[10]**

- a) Assess the importance of understanding and applying Abell's Three Dimensions in Strategic Planning?

OR

- b) Propose a new type of 'Merger' & 'Acquisition' strategy with a focus on Social Responsibility?

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**[6025]-41**

**M.B.A. - II**

**301 - GC - 11 : STRATEGIC MANAGEMENT  
(2019 Pattern) (Semester - III)**

*Time: 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) All questions are compulsory.*
- 2) Each question has an internal option.*
- 3) Figures to the right indicate full marks.*

**Q1) Answer any five from the following.**

**[10]**

- a) Define KPI.
- b) Define critical success factors.
- c) Define organisation capability.
- d) Define red ocean.
- e) Define a merger.
- f) Define value curve.
- g) What is a value chain.
- h) What is an emergent strategy.

**Q2) Answer any two of the following.**

**[10]**

- a) Explain the concept of strategic intent.
- b) Explain the concept of strategy canvas.
- c) Explain strategy control.

**Q3) a) What is BCG matrix? Explain how BCG matrix can be used to classify firm businesses.**

**[10]**

**OR**

**b) What is GE 9-cell matrix? Explain how GE 9-cell matrix can be used for strategic decisions.**

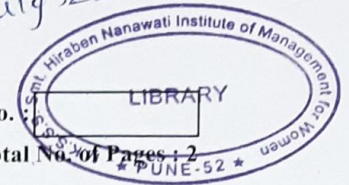
**[10]**

**P.T.O.**

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**Q4) a)** Explain McKinsey's 7 - S framework and discuss its application in strategic management. [10]

OR

**b)** What are grand strategies? Discuss in detail various growth strategies with examples. [10]

**Q5) a)** What is a balanced score card? Discuss how it can be used as a tool for strategy evaluation [10]

OR

**b)** Discuss strategic and operational control? [10]

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PA-3618

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Second year M.B.A.

**301 : STRATEGIC MANAGEMENT  
(2019 CBCS Pattern) (Semester - III)**

Time : 2½ hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Each question has an Internal option.
- 3) Figures to the right indicate full marks.

**Q1)** Solve any five 5 out of 8.

[10]

- a) Define strategic management
- b) What are the key result areas
- c) What is functional level strategy
- d) What do you mean by strategic planning
- e) Define portfolio analysis
- f) Define merger and acquisition
- g) Explain SBU
- h) Define blue ocean strategy

**Q2)** Solve any two 2 out of 3.

[10]

- a) Differentiate between strategic control and operations control.
- b) Explain BCG product portfolio matrix.
- c) Explain in detail the Porter's five force model.

**Q3) a)** Explain the difference between Red ocean strategy and Blue ocean strategy.

[10]

OR

- b) Explain the issues in strategic management with respect to social and environmental sustainability?

P.T.O.

Q4) a) Explain porteris generic competitive strategies. [10]

OR

b) Define term 'strategy'. Explain in details the levels of strategy.

Q5) a) What are the competitive advantage? Explain sources of competitive advantage. [10]

OR

b) Explain concept of six sigma and its uses for strategy implementation.

