

**Avinashilingam Institute for Home Science and Higher Education for Women
(Deemed to be University) Coimbatore-641043.**

**Master's Degree Examination – November 2018
III Semester**

Class : II PG
Major : MBA (IT Organisation Administration)

Time: 3 hours
Max. Marks: 60

17MBMC17 - STRATEGIC MANAGEMENT AND BUSINESS POLICY

Part A

10 x 1/2 = 5

Choose the correct answer

1. Business policy is the responsibility of
a. Senior Management b. Middle Management c. Junior Management d. Workers
2. The purposes for which the organisation strives for is termed as _____ intent.
a. Organisational b. Strategic c. Operational d. Leverageable
3. External environment of a company is
a. Desirable b. undesirable c. Uncontrollable d. Controllable
4. An unfavourable condition to an organisation is called as
a. Strengths b. Weakness c. Opportunity d. Threat
5. Allocating resources among different businesses of a firm is known as _____ level strategy.
a. business b. corporate c. functional d. operative
6. The strategy followed for contraction of activities is known as _____ Strategy.
a. retrenchment b. stability c. combination d. Concentration
7. A control based on trigger mechanism for rapid response is known as _____ control.
a. premise b. implementation c. strategic d. Special alert
8. The three courses for corrective action are – checking performance, checking standards and reformulating _____.
a. the company b. the people c. the resources d. the strategies
9. A portfolio manager must give the same consideration to the portfolios of family members and small individual investors. This is an example of business _____.
a. acumen b. ethics c. strategy d. policy
10. Corporate governance essentially involves balancing the interests of a company's many _____.
a. stakeholders b. resources c. policies d. plans

Part B

5 x 4 = 20

Answer ALL questions

Each answer should not exceed 200 words or one page

- 11.a. Define Strategy. Discuss the meaning of Strategic management.
(Or)
- 11.b. What do you mean by the concept of stretch and leverage in Strategic Intent? Explain.
- 12.a. What do you mean by Portfolio analysis? Explain..
(Or)
- 12.b. What is Balanced Scorecard? Explain.
- 13.a. Explain Generic business level strategy
(Or)
- 13.b. Explain any one functional level strategy.
- 14.a. Discuss the implications of financial planning and budgeting.
(Or)
- 14.b. How does leadership and culture affect institutionalisation? Explain.
- 15.a. Write a brief on the 4Ps of corporate governance.
(Or)
- 15.b. Explain Agency theory.

Part C

5 x 7 = 35

Answer ALL questions

Each answer should not exceed 600 words or three pages

Q.No.20 –Compulsory Question

- 16.a. Explain systematically the meaning of vision, mission, objectives and goals with an example for each.
(Or)
- 16.b. Discuss the suitability of Business models to Indian companies. Explain taking any one example.
- 17.a. What do you mean by stakeholder mapping? Explain with an example.
(Or)
- 17.b. Elaborate value chain analysis.
- 18.a. Explain BCG model.
(Or)
- 18.b. Explain the GE model.
- 19.a. How can strategic change needs be diagnosed? Explain.
(Or)
- 19.b. Discuss the strategic control process.
- 20.a. Mr.Ram has newly joined as the General Manager of a textile manufacturing company. The company has come under the radar of the government recently for discharging harmful effluents into the river close by with out treating the water let out from the factory. The government insists that the water should be treated before discharge into the river. The treatment plant costs more than ₹2 crore to setup and the management is not for doing that and is asking Ram to handle this in an unethical way with the government authorities failing which he may be sacked from the company.
- I. If you are Ram, how would you handle the issue?
- II. What kind of code of corporate governance can be followed in such cases? Discuss