

PG Even Semester (CBCS) Exam., April—2018

BUSINESS ADMINISTRATION

( 4th Semester )

Course No. : MBACC-401

( Strategic Management )

*Full Marks : 70*

*Pass Marks : 28*

*Time : 3 hours*

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

Answer **all** questions

1. (a) How do the strategic decisions differ from routine operational decisions? Taking any one company of your choice cite three examples of its recent strategic decisions. 5+3=8
- (b) To what extent can we expect strategies to be rational? Discuss. 6

OR

2. Explain the concept and significance of fit, distinctiveness and sustainability in the context of strategy formulation. 14
3. Maruti Udyog Ltd. is considering a proposal of setting up a production-base in North-East India. By using the PEST framework, prepare a detailed report on viability of the proposal. 14
4. Do you think that the excessive product-diversification by Patanjali Ayurved Ltd. may eventually lead to dilution of its core competency? Examine thoroughly the company's current expansion strategy and give your opinion on the matter. 14
5. The divestment of Air India is under consideration. List the strategic issues involved in the case, the corporate priorities and the strategic options available before the company. 14

OR

6. BSNL is facing survival threat in the wake of the onslaught brought in by Reliance Jio and others. BSNL desperately weeds a turnaround. List the strategic options that are available before the company at the moment. Also, by using the RACES framework, select the most appropriate option. 14

( 3 )

7. Explain the concept of industry life cycle.  
Show how the strategic options change in  
different stages of the industry life cycle. 14

**OR**

8. Write brief notes on the following : 5+5+4=14
- (a) Change-triggers and barriers
  - (b) Porter's 5-force model
  - (c) Benchmarking

★ ★ ★