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TERM END EXAMINATION – DECEMBER, 2018

Diploma in Management (DIM)

2015 – 2016 Syllabus

DIM-07: Strategic Management

Time – 3 Hours

Full Marks – 100

*Answer all questions from 'Group-A', any four questions from 'Group-B', any four questions from 'Group-C' and any two questions from 'Group-D'*

**Group-A**

1. Answer all the questions.

(1x10=10 Marks)

- i. When a firm seeks the benefits of global integration and local adaptation, it is best described as which type of strategy?
  - a) Transnational
  - b) Global
  - c) Multi-national
  - d) Global-local
- ii. Knowledge which is difficult to define and codify is known as:
  - a) Explicit
  - b) Tangible
  - c) Tacit
  - d) Random
- iii. Competitive advantage based on the creation of opportunities using internal resources is characterized by which approach/view?
  - a) The positioning approach
  - b) The outside-in approach
  - c) The resource-based view
  - d) The knowledge-management approach
- iv. 'Reputation' in the context of an organization's resources can provide competitive advantage because:
  - a) It is difficult to copy
  - b) It is based on word-of-mouth
  - c) It is a threshold resource
  - d) It is explicit
- v. A strategic manager that seeks to reach acceptable profit targets as opposed to making as much profit as possible is making decisions of which type?
  - a) Satisfactory
  - b) Satisficing
  - c) Irrational
  - d) Optimal
- vi. To find out what an organization's strategy is, you should:
  - a) Read the mission statement
  - b) Look at what the organization actually does
  - c) Read the strategic plan
  - d) Ask the CEO
- vii. Which of the following statements is not true when describing a successful strategy?
  - a) It provides some property that is unique or distinctive

- b) It provides the means for renewing competitive advantage
  - c) It addresses changes in the external environment
  - d) It guarantees long term survival
- viii. In the context of strategic management resources can be defined as:
- a) The knowledge and skills within the organization
  - b) Something that an organization owns or controls that cannot be copied
  - c) Something that an organization owns, controls or has access to on a semi-permanent basis
  - d) The physical assets of the organization
- ix. In the context of strategic management, stakeholders can be defined as:
- a) An individual or group with a financial stake in the organization
  - b) An external individual or group that is able to impose constraints on the organization
  - c) Internal groups or individuals that are able to influence strategic direction of the organization
  - d) An individual or group with an interest in the organization's activities and who seeks to influence them
- x. In the case where an organization acquires its supplier, this is an example of:
- a) Horizontal integration
  - b) Forwards vertical integration
  - c) Backwards vertical integration
  - d) Downstream vertical integration

### **GROUP-B**

- 2. Write notes on any four from the following (each within 50 words). (5x4= 20 Marks)**
- a) Strategic planning
  - b) Vision
  - c) Mission.
  - d) Strategic intent
  - e) Objective
  - f) Goal

### **Group-C**

- 3. Answer any four questions (each within 200 words). (10x4=40 Marks)**
- a) How are mission and vision related with organizational strategy? Explain with example.
  - b) What is competitive advantage? Discuss its significance at present with example.
  - c) How are strategy formulation, execution and evaluation related? Explain with example.
  - d) How are business level strategies different from corporate level strategy? Explain with example.
  - e) What is strategic audit? Mention its significance.
  - f) Perform SWOT analysis of a company or brand of your choice.

### **Group-D**

- 4. Answer any two questions (each within 250 words). (15x2=30 Marks)**
- a) Discuss various methods of environmental analysis.
  - b) "Sound planning ensures proper execution and desired results". Do you agree? Justify.
  - c) Elaborate the process of strategic management for a start-up.
  - d) Discuss the possible strategic intent behind Walmart's acquisition of Flipkart and its impact on the online retail industry in India.