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**Question Paper Code: 96C02**

B.E. / B.Tech. DEGREE EXAMINATION, APRIL 2024

Fifth Semester

Computer Science and Business Systems

19UCB602-BUSINESS STRATEGY

(Regulations 2019)

Duration: Three hours

Maximum: 100 Marks

Answer ALL Questions

PART A - (20 x 1 = 20 Marks)

1. Strategic management is an important part of any business which helps with \_\_\_\_\_ formulation and business decisions. CO1 U  
(a) Strategy      (b) Tactics      (c) Procedure      (d) Marketing
2. The fundamental purpose for the existence of any organization is described by its CO1 U  
(a) Policies      (b) mission      (c) Procedures      (d) strategy
3. Strategy is developed by the visionary chief executive in ----- mode of strategic management CO1 U  
(a) Planning mode      (b) adaptive mode      (c) strategic mode      (d) entrepreneurial mode
4. The acronym SWOT stands for CO1 U  
(a) Special Weapons for Operations Timeliness  
(b) Services, Worldwide Optimization and Transport  
(c) Strengths Worldwide Overcome Threats  
(d) Strengths, Weaknesses, Opportunities, and Threats
5. ----- environment is beyond the control of the business. CO1 U  
(a) Internal      (b) External      (c) Micro      (d) Macro
6. Competitive advantage can be best described as CO1 U  
(a) Increased efficiency      (b) What sets an organisation apart  
(c) strength and the organisations      (d) Intangible resources

7. An analysis of the external environment enables a firm to identify CO1 U  
 (a) Strengths and opportunities (b) Strength and weakness  
 (c) Weakness and threats (d) Opportunities and threats
8. Which of the following is not a business opportunity generated by Globalisation? CO1U  
 (a) Access to low cost labour (b) Cheap International Transport  
 (c) Currency Crisis (d) Less stringent regulations of the Business Environment
9. External environment of business is CO1U  
 (a) Physical (b) demographical (c) economic (d) all of these
10. Financial objectives involve all of the following except: CO1U  
 (a) Growth in revenues (b) Larger market share  
 (c) Higher dividends (d) Greater return on investment
11. An analysis of the external environment enables a firm to identify CO1 U  
 (a) Strengths and opportunities (b) Strength and weakness  
 (c) Weakness and threats (d) Opportunities and threats
12. Which activity is not related to Service ? CO1 U  
 (a) Installation (b) Parts supply (c) Delivery (d) Quoting
13. Diversification primarily helps to CO1 U  
 (a) Reduce Competition (b) Reduce risk (c) Reduce taxes (d) Reduce
14. Which statement is true CO1 U  
 (a) Effective goals are related to the important features of job  
 (b) Feedback arrangement with revaluation is also an effective goal  
 (c) The goal improves organizational and personal execution, clearly tells about reason for increment in control  
 (d) All of the above
15. The strategic management process is the way in which strategists determine objectives and CO1 U  
 (a) Make recording (b) Make coordinating  
 (c) Make strategic decisions (d) Make planning
16. Diversification primarily helps to \_\_\_\_\_. CO1 U  
 (a) Reduce Competition (b) Reduce risk (c) Reduce taxes (d) Reduce

17. Which of the following is NOT one 'S' as per McKinsey 7-S framework? CO1 U  
 (a) Structure (b) Shared values (c) Staff (d) Shared plan
18. Strategy implementation focuses on -..... CO1 U  
 (a) Efficiency (b) Co-ordination (c) Crafting of strategies (d) Supporting factors
19. -----is a tool used to establish processes, costs and performance indicator CO1 U  
 and to compare them against identical organisations with the objectives of  
 identifying and progressing towards 'best practice and best value' through  
 continuous improvement.  
 (a) Cash flow (b) Fund flow (c) Strategic Management (d) Bench Marking
20. .... refers to the process of conducting research on a company and its CO1 U  
 operating environment to formulate a strategy.  
 (a) SWOT analysis (b) Strategic implementation  
 (c) Strategic analysis (d) Strategic turnaround

PART – B (15 x 2= 30Marks)

21. Explain SWOT analysis. CO1 U
22. How do you consider that strategic management is a process? CO1 U
23. Define mission with an example CO1 U
24. Give an instance to explain strategy for competitive advantage CO1 U
25. Define competitive parity. CO1 U
26. Define Distinctive competitiveness CO1 U
27. What are the principal reasons for strategic management ? CO1 U
28. In a free market, what factors underlie currency exchange values? CO1 U
29. In a free market, what factors underlie currency exchange values? CO1 U
30. Distinguish between concentric and conglomerate diversification CO1 U
31. Write a short note on three popular joint ventures in India. CO1 U
32. What are the factors which affect a new ventures success? CO1 U
33. How do strategic concepts apply to Nongovernment organizations ? CO1 U
34. State the major reasons for Expansion strategy CO1 U
35. How does merger differ from an acquisition ? CO1 U

PART – C (5 x 10= 50Marks)

36. (a) With an example, explain strategic management process CO3-App (10)  
 Or

- (b) (i) ‘The intensity of competition depends on several factors.’ CO2-App (10)  
Identify these factors and discuss briefly on them.  
(ii) Can cost leadership strategy allow a firm to earn above-average returns despite strong competitive forces? Discuss .
37. (a) Explain in detail various business level strategies CO1-U (10)  
Or  
(b) What do you mean by core competence? Discuss the process of preparing a strategy for competitive advantage using core competence. CO1-U (10)
38. (a) (a) List the Environmental factors that can affect an organization’s Strategy. CO2-App (10)  
(b) How would you analyze Competitive Environment?  
Or  
(b) What do you understand by the external environment, how does it help in building up a firms strategy CO2-App (10)
39. (a) Differentiate between horizontal and vertical growth strategy. How do they differ from concentric diversification? CO1-U (10)  
Or  
(b) How do you formulate a strategy at corporate level? Explain it with an example. CO1-U (10)
40. (a) With the global economic recession Soft Cloth Ltd. Incurred significant losses in all its previous five financial years. Currently, they are into manufacturing of cloth made of cotton, silk, polyester, rayon, lycra and blends. Competition is also intense on account of cheap imports. The company is facing cash crunch and has not been able to pay the salaries to its employees in the current month. Suggest a grand strategy that can be opted by Soft Cloth Ltd. CO3-App (10)  
Or  
(b) Vastralok Ltd., was started as a textile company to manufacture clothes. Currently, they are in the manufacturing of silk cloth. The top management desires to expand the business in the cloth manufacturing. To expand they decided to purchase more machines to manufacture cotton cloth. Identify and explain the strategy opted by the top management of Vastralok Ltd. CO3-App (10)