

**B.E. / B.Tech. - DEGREE EXAMINATIONS, NOV / DEC 2024**

Fifth Semester

**Computer Science and Business Systems**

**20CBMG502 - BUSINESS STRATEGY**

Regulations - 2020

Duration: 3 Hours

Max. Marks: 100

**PART - A (MCQ) (20 × 1 = 20 Marks)**

Answer ALL Questions

	<i>Marks</i>	<i>K- Level</i>	<i>CO</i>
1. Which of the following is not a major element of the strategic management process? (a) Formulation strategy (b) Implementing strategy (c) Evaluating strategy (d) Assigning administrative tasks	1	K1	CO1
2. What is the starting point of Strategic Intent? (a) Goal (b) Objective (c) Vision (d) Mission	1	K1	CO1
3. Which of the following is NOT a primary function of strategic management? (a) Setting objectives (b) Developing policies (c) Daily operational planning (d) Allocating resources	1	K1	CO1
4. The Cognitive School of strategy formation emphasizes: (a) The role of mental models and perceptions in strategy making (b) The importance of external environmental analysis (c) The power dynamics within organizations (d) The role of organizational culture in strategy formation	1	K1	CO1
5. The value of a company's reputation and customer loyalty is known as: (a) Structural capital (b) Human capital (c) Customer capital (d) Social capital	1	K1	CO2
6. A core competence is: (a) A unique skill or capability that a company possesses (b) A tangible asset that a company owns (c) A financial resource of a company (d) A marketing strategy	1	K1	CO2
7. Product differentiation involves: (a) Creating a product or service that is perceived as unique by customers (b) Producing a product at the lowest possible cost (c) Focusing on a narrow market segment (d) Imitating competitors	1	K1	CO2
8. A resource is considered a core competence when it is: (a) Valuable, rare, inimitable, and non-substitutable (b) Easily imitated by competitors (c) Not essential for competitive advantage (d) A tangible asset	1	K1	CO2
9. A company pursuing a focus strategy aims to: (a) Serve a broad range of customers (b) Offer a wide product line (c) Target a narrow market segment (d) All of the above	1	K1	CO3
10. The maturity stage of the industry life cycle is characterized by: (a) Slow growth and intense competition (b) Rapid growth and low competition (c) High profits and increasing market share (d) Low profits and declining market share	1	K1	CO3
11. The threat of new entrants is high when: (a) Barriers to entry are low (b) Economies of scale are significant (c) Product differentiation is high (d) Government regulation is strict	1	K1	CO3

- |   |   |    |     |
|---|---|----|-----|
| 12. The value chain is a:   | 1 | K1 | CO3 |
| (a) Series of activities involved in creating value for customers       |   |    |     |
| (b) Graphical representation of the organizational structure            |   |    |     |
| (c) Strategic planning tool   |   |    |     |
| (d) Marketing technique   |   |    |     |
| 13. Related diversification involves:                                   | 1 | K1 | CO4 |
| (a) Expanding into unrelated businesses                                 |   |    |     |
| (b) Expanding into businesses with common resources or capabilities     |   |    |     |
| (c) Acquiring competitors   |   |    |     |
| (d) Focusing on a single industry                                       |   |    |     |
| 14. The BCG Matrix classifies businesses based on:                      | 1 | K1 | CO4 |
| (a) Market share and market growth                                      |   |    |     |
| (b) Industry attractiveness and competitive strength                    |   |    |     |
| (c) Product life cycle stage  |   |    |     |
| (d) Geographic location   |   |    |     |
| 15. A joint venture is a:   | 1 | K1 | CO4 |
| (a) A legal entity created by two or more companies                     |   |    |     |
| (b) A long-term partnership between two or more companies               |   |    |     |
| (c) A merger of two or more companies                                   |   |    |     |
| (d) Both (a) and (b)  |   |    |     |
| 16. A horizontal integration strategy involves:                         | 1 | K1 | CO4 |
| (a) Acquiring suppliers   |   |    |     |
| (b) Acquiring competitors   |   |    |     |
| (c) Entering new markets  |   |    |     |
| (d) All of the above  |   |    |     |
| 17. Strategic control is:   | 1 | K1 | CO5 |
| (a) The process of ensuring that strategies are implemented effectively |   |    |     |
| (b) The evaluation of a company's financial performance                 |   |    |     |
| (c) The development of new strategies                                   |   |    |     |
| (d) The allocation of resources   |   |    |     |
| 18. Corporate governance is:  | 1 | K1 | CO5 |
| (a) The process of managing a company's resources                       |   |    |     |
| (b) The system of rules and practices that govern a company             |   |    |     |
| (c) The development of new products and services                        |   |    |     |
| (d) The evaluation of a company's performance                           |   |    |     |
| 19. Corporate governance is typically overseen by:                      | 1 | K1 | CO5 |
| (a) The CEO   |   |    |     |
| (b) The board of directors  |   |    |     |
| (c) The employees   |   |    |     |
| (d) The customers   |   |    |     |
| 20. A decentralized organization is more likely to:                     | 1 | K1 | CO5 |
| (a) Be slow to respond to change  |   |    |     |
| (b) Have a strong corporate culture                                     |   |    |     |
| (c) Be innovative   |   |    |     |
| (d) Have high employee morale   |   |    |     |

**PART - B (10 × 2 = 20 Marks)**

Answer ALL Questions

- |  |   |    |     |
|--|---|----|-----|
| 21. What is the significance of having a clear and compelling vision for an organization?                  | 2 | K1 | CO1 |
| 22. Explain the concept of environmental scanning.   | 2 | K2 | CO1 |
| 23. Explain the concept of resource-based view of the firm.  | 2 | K2 | CO2 |
| 24. What is the importance of value chain analysis for a firm?   | 2 | K1 | CO2 |
| 25. Explain the concept of strategic groups with an example.   | 2 | K2 | CO3 |
| 26. When does an organization pursue a stability strategy?   | 2 | K1 | CO3 |
| 27. What are the risks associated with unrelated diversification?  | 2 | K1 | CO4 |
| 28. List down the benefits of strategic alliance.  | 2 | K1 | CO4 |
| 29. Explain the concept of corporate governance and its role in ensuring ethical and responsible behavior. | 2 | K2 | CO5 |
| 30. Why is strategic control important for an organization?  | 2 | K1 | CO5 |

**PART - C (6 × 10 = 60 Marks)**

Answer ALL Questions

31. a) Illustrate the various steps in a strategy formation process and its components. 10 K2 CO1
- OR**
- b) Differentiate between the resource-based view and value-based view of the firm. 10 K2 CO1
32. a) How can a firm identify and develop core competencies? Explain. 10 K2 CO2
- OR**
- b) Outline the role of intellectual capital in creating sustainable competitive advantage. 10 K2 CO2
33. a) Explain Porter's Five Forces model in detail and provide examples of how it can be used to analyze an industry. 10 K2 CO3
- OR**
- b) Explain the various corporate level generic strategic alternatives. 10 K2 CO3
34. a) Compare and contrast related and unrelated diversification strategies. 10 K2 CO4
- OR**
- b) Demonstrate the BCG Matrix and its implications for resource allocation and strategic priorities. 10 K2 CO4
35. a) Compare and contrast centralized and decentralized organizational structures. 10 K2 CO5
- OR**
- b) Discuss the challenges of implementing a corporate social responsibility strategy. 10 K2 CO5
36. a) i) Explain corporate governance and the role of independent directors in enhancing corporate governance. 5 K2 CO4
- ii) Discuss the role of corporate culture in shaping organizational behavior and performance. 5 K2 CO5
- OR**
- b) i) Explain the value chain and its importance in understanding a firm's competitive advantage. 5 K2 CO4
- ii) Discuss the importance of strategic flexibility in today's dynamic business environment. 5 K2 CO5