

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur – 603 203

DEPARTMENT OF MANAGEMENT STUDIES

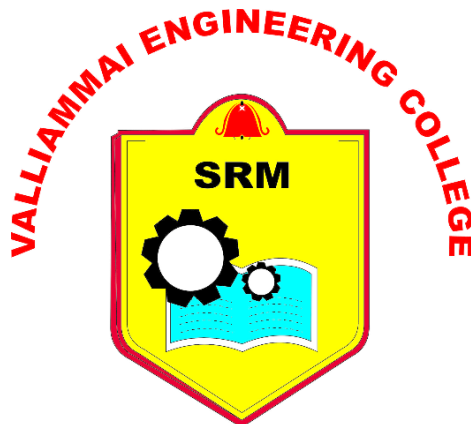
QUESTION BANK

III SEMESTER

BA3361 – STRATEGIC MANAGEMENT

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Prepared by

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UNIT I – STRATEGY AND PROCESS

Syllabus: Concept of Strategy, Nature and Characteristics of Strategy, Strategy Formation Process – Vision, Mission, Objectives - Conceptual Framework for Strategic Management, Functional Level Strategy, Benefits, Risk of Strategic Management – Stakeholders in Business – Strategic Business Unit – Corporate Governance and Social Responsibility.

PART A – (2 Marks Questions)

S.No	Questions	Competence	BT Level	CO Level
1	Define Strategy.	Remember	BTL 1	CO1
2	State the nature of Strategy.	Remember	BTL 1	CO1
3	List any four characteristics of Strategy.	Remember	BTL 1	CO1
4	What is Strategy Formation Process?	Remember	BTL 1	CO1
5	Define Vision in Strategic Management.	Remember	BTL 1	CO1
6	Define Mission in Strategic Management.	Remember	BTL 1	CO1
7	Differentiate between Vision and Mission.	Understand	BTL 2	CO1
8	What are Objectives in Strategic Management?	Remember	BTL 1	CO1
9	What is a Conceptual Framework for Strategic Management?	Remember	BTL 1	CO1
10	Define Functional Level Strategy.	Remember	BTL 1	CO1
11	List any four benefits of Strategic Management.	Remember	BTL 1	CO1
12	State any two risks of Strategic Management.	Remember	BTL 1	CO1
13	Who are Stakeholders in Business?	Remember	BTL 1	CO1
14	List the types of Stakeholders in a business organisation.	Remember	BTL 1	CO1
15	What is a Strategic Business Unit (SBU)?	Remember	BTL 1	CO1
16	State the features of a Strategic Business Unit.	Remember	BTL 1	CO1
17	Define Corporate Governance.	Remember	BTL 1	CO1
18	List the principles of Corporate Governance.	Remember	BTL 1	CO1
19	What is Corporate Social Responsibility (CSR)?	Remember	BTL 1	CO1
20	State any two objectives of CSR.	Remember	BTL 1	CO1
21	Differentiate between Corporate Governance and Corporate Social Responsibility.	Understand	BTL 2	CO1
22	How do Stakeholders influence Strategic Decision Making?	Understand	BTL 2	CO1

23	Interpret the role of Functional Level Strategy in achieving organisational objectives.	Understand	BTL 2	CO1
24	Give the main idea of the relationship between Vision, Mission, and Objectives.	Understand	BTL 2	CO1
PART B – (16 Marks Questions)				
S.No	Questions	Competence	BT Level	CO Level
1	Explain the concept, nature, and characteristics of Strategy.	Apply	BTL 3	CO1
2	Illustrate the Strategy Formation Process with a neat diagram.	Apply	BTL 3	CO1
3	Explain Vision, Mission, and Objectives and give an example from an Indian company.	Apply	BTL 3	CO1
4	Analyze the relationship between Vision, Mission, and Strategy in an organisation.	Analyze	BTL 4	CO1
5	Explain the Conceptual Framework for Strategic Management.	Apply	BTL 3	CO1
6	Identify the levels of Strategy – Corporate, Business, and Functional – and explain each.	Apply	BTL 3	CO1
7	Discuss the benefits and risks of Strategic Management with examples.	Analyze	BTL 4	CO1
8	Explain the role of Stakeholders in Business and their impact on Strategic decisions.	Apply	BTL 3	CO1
9	Examine how conflicting interests of different Stakeholders affect Strategy formation.	Analyze	BTL 4	CO1
10	Explain the concept of Strategic Business Unit (SBU) and its importance in large organisations.	Apply	BTL 3	CO1
11	Appraise the characteristics and advantages of organising a company into Strategic Business Units.	Analyze	BTL 4	CO1
12	Explain Corporate Governance – its principles, mechanisms, and significance.	Apply	BTL 3	CO1
13	Outline the role of the Board of Directors in Corporate Governance.	Analyze	BTL 4	CO1
14	Explain Corporate Social Responsibility and its importance to business organisations.	Apply	BTL 3	CO1
15	Distinguish between Corporate Governance and Corporate Social Responsibility.	Analyze	BTL 4	CO1
16	Write a note on the Strategic Management Process from goal setting to strategy evaluation.	Apply	BTL 3	CO1
17	Compare the CSR practices of any two major Indian companies and examine their impact.	Analyze	BTL 4	CO1

UNIT II – COMPETITIVE ADVANTAGE

Syllabus: Internal and External Environment – SWOT Analysis – PESTLE - Porter's Five Forces Model - Strategic Groups - National Competitive Advantages (India) and Competitive Advantage Resources - Capabilities and Competencies – Core Competencies - Low Cost and Differentiation Generic Building Blocks of Competitive Advantage - Distinctive Competencies - Resources and Capabilities Durability of Competitive Advantage - Avoiding Failures and Sustaining Competitive Advantage.

PART A – (2 Marks Questions)

S.No	Questions	Competence	BT Level	CO Level
1	What is Internal Environment in Strategic Management?	Remember	BTL 1	CO2
2	What is External Environment in Strategic Management?	Remember	BTL 1	CO2
3	Define SWOT Analysis.	Remember	BTL 1	CO2
4	List the four components of SWOT Analysis.	Remember	BTL 1	CO2
5	What does PESTLE stand for?	Remember	BTL 1	CO2
6	State any two components of PESTLE Analysis.	Remember	BTL 1	CO2
7	Compare SWOT Analysis and PESTLE Analysis.	Understand	BTL 2	CO2
8	What is Porter's Five Forces Model?	Remember	BTL 1	CO2
9	Name the five forces in Porter's Five Forces Model.	Remember	BTL 1	CO2
10	What are Strategic Groups?	Remember	BTL 1	CO2
11	What is National Competitive Advantage?	Remember	BTL 1	CO2
12	State the components of Porter's Diamond Model.	Remember	BTL 1	CO2
13	Define Resources and Capabilities in Strategic Management.	Remember	BTL 1	CO2
14	What are Competencies in Strategic Management?	Remember	BTL 1	CO2
15	Define Core Competency.	Remember	BTL 1	CO2
16	Differentiate between Resources and Capabilities.	Understand	BTL 2	CO2
17	What is Low Cost Leadership Strategy?	Remember	BTL 1	CO2
18	What is Differentiation Strategy?	Remember	BTL 1	CO2
19	Compare Low Cost and Differentiation as Generic Strategies.	Understand	BTL 2	CO2
20	What are Distinctive Competencies?	Remember	BTL 1	CO2
21	What is meant by Durability of Competitive Advantage?	Remember	BTL 1	CO2
22	State any two reasons why firms fail to sustain Competitive Advantage.	Remember	BTL 1	CO2
23	How can a firm sustain its Competitive Advantage?	Understand	BTL 2	CO2

24	Differentiate between Core Competency and Distinctive Competency.	Understand	BTL 2	CO2
PART B – (16 Marks Questions)				
S.No	Questions	Competence	BT Level	CO Level
1	Explain Internal and External Environment analysis in Strategic Management.	Apply	BTL 3	CO2
2	Illustrate SWOT Analysis with an example of an Indian company.	Apply	BTL 3	CO2
3	Apply PESTLE Analysis to analyse the environment of any one Indian industry.	Apply	BTL 3	CO2
4	Distinguish between SWOT Analysis and PESTLE Analysis as environmental scanning tools.	Analyze	BTL 4	CO2
5	Explain Porter's Five Forces Model with a diagram and give an example.	Apply	BTL 3	CO2
6	Analyze the competitive forces in any one Indian industry using Porter's Five Forces Model.	Analyze	BTL 4	CO2
7	Explain the concept of Strategic Groups and their significance in industry analysis.	Apply	BTL 3	CO2
8	Explain Porter's Diamond Model of National Competitive Advantage with reference to India.	Apply	BTL 3	CO2
9	Examine India's National Competitive Advantage in any one sector using Porter's Diamond Model.	Analyze	BTL 4	CO2
10	Identify the Resources, Capabilities, and Competencies that serve as sources of Competitive Advantage.	Apply	BTL 3	CO2
11	Explain Core Competencies and illustrate how they help firms gain Competitive Advantage.	Apply	BTL 3	CO2
12	Categorize the Generic Building Blocks of Competitive Advantage – Low Cost and Differentiation.	Analyze	BTL 4	CO2
13	Write a note on Distinctive Competencies and how they differ from Core Competencies.	Apply	BTL 3	CO2
14	Explain the concept of Durability of Competitive Advantage.	Apply	BTL 3	CO2
15	Appraise the factors that erode Competitive Advantage and suggest ways to sustain it.	Analyze	BTL 4	CO2
16	Outline how Resources and Capabilities contribute to the Durability of Competitive Advantage.	Analyze	BTL 4	CO2
17	Discuss how a firm can avoid strategic failures and build a sustainable Competitive Advantage.	Analyze	BTL 4	CO2

UNIT III – STRATEGIES

Syllabus: The Generic Strategic Alternatives – Corporate Strategy - Vertical Integration - Stability, Expansion, Retrenchment and Combination Strategies – Business Level Strategy - Diversification and Strategic Alliances - Functional Strategy, Network Level Strategy, - Building and Restructuring the Corporation. Strategic Analysis and Choice - Corporate Portfolio Analysis - McKinsey's 7S Framework - GE 9 Cell Model, Strategic Position and Action Evaluation (SPACE) - Distinctive Competitiveness - Selection of Matrix - Balance Score Card.

PART A – (2 Marks Questions)

S.No	Questions	Competence	BT Level	CO Level
1	What are Generic Strategic Alternatives?	Remember	BTL 1	CO3
2	Define Corporate Strategy.	Remember	BTL 1	CO3
3	What is Vertical Integration?	Remember	BTL 1	CO3
4	Differentiate between Forward and Backward Vertical Integration.	Understand	BTL 2	CO3
5	Define Stability Strategy.	Remember	BTL 1	CO3
6	Define Expansion Strategy.	Remember	BTL 1	CO3
7	Define Retrenchment Strategy.	Remember	BTL 1	CO3
8	What is Combination Strategy?	Remember	BTL 1	CO3
9	Define Business Level Strategy.	Remember	BTL 1	CO3
10	What is Diversification Strategy?	Remember	BTL 1	CO3
11	Differentiate between Related and Unrelated Diversification.	Understand	BTL 2	CO3
12	What is a Strategic Alliance?	Remember	BTL 1	CO3
13	What is Network Level Strategy?	Remember	BTL 1	CO3
14	What is Corporate Portfolio Analysis?	Remember	BTL 1	CO3
15	List the seven elements of McKinsey's 7S Framework.	Remember	BTL 1	CO3
16	What is the GE 9 Cell Model?	Remember	BTL 1	CO3
17	What does SPACE stand for in strategic analysis?	Remember	BTL 1	CO3
18	Name the four quadrants of the BCG Matrix.	Remember	BTL 1	CO3
19	Compare the BCG Matrix and GE 9 Cell Model.	Understand	BTL 2	CO3
20	What is the Balanced Score Card?	Remember	BTL 1	CO3
21	List the four perspectives of the Balanced Score Card.	Remember	BTL 1	CO3
22	How does the Balanced Score Card help in strategy evaluation?	Understand	BTL 2	CO3

23	Infer the significance of Strategic Analysis and Choice in strategy formulation.	Understand	BTL 2	CO3
24	Give the main idea of Building and Restructuring a Corporation.	Understand	BTL 2	CO3
PART B – (16 Marks Questions)				
S.No	Questions	Competence	BT Level	CO Level
1	Explain the Generic Strategic Alternatives available to a firm.	Apply	BTL 3	CO3
2	Explain Corporate Strategy and its types with examples.	Apply	BTL 3	CO3
3	Illustrate Vertical Integration and explain its advantages and disadvantages.	Apply	BTL 3	CO3
4	Explain Stability, Expansion, Retrenchment, and Combination Strategies with examples.	Apply	BTL 3	CO3
5	Determine when a firm should choose Retrenchment Strategy over Expansion Strategy.	Analyze	BTL 4	CO3
6	Explain Diversification Strategy and the types of Diversification with examples.	Apply	BTL 3	CO3
7	Write a note on Strategic Alliances – types, benefits, and limitations.	Apply	BTL 3	CO3
8	Analyze the factors that determine the success of a Strategic Alliance.	Analyze	BTL 4	CO3
9	Explain Functional Strategy and Network Level Strategy with examples.	Apply	BTL 3	CO3
10	Illustrate Corporate Portfolio Analysis using the BCG Matrix with a diagram.	Apply	BTL 3	CO3
11	Explain McKinsey's 7S Framework and identify how it is used in strategy implementation.	Apply	BTL 3	CO3
12	Compare the GE 9 Cell Model and the BCG Matrix.	Analyze	BTL 4	CO3
13	Examine the Strategic Position and Action Evaluation (SPACE) Matrix with a diagram.	Analyze	BTL 4	CO3
14	Classify the strategic matrices and determine the appropriate matrix for a given business situation.	Analyze	BTL 4	CO3
15	Explain the Balanced Score Card and its four perspectives with examples.	Apply	BTL 3	CO3
16	Discuss how the Balanced Score Card translates strategy into operational objectives.	Analyze	BTL 4	CO3
17	Appraise the process of Building and Restructuring a Corporation with suitable examples.	Analyze	BTL 4	CO3

UNIT IV – STRATEGY IMPLEMENTATION & EVALUATION

Syllabus: Implementation Process - Resource Allocation, Designing Organisational Structure - Designing Strategic Control Systems - Matching Structure and Control to Strategy - Implementing Strategic Change – Politics - Power and Conflict - Techniques of Strategic Evaluation & Control, Barriers in Strategy Implementation Process - Strategic Audit.

PART A – (2 Marks Questions)

S.No	Questions	Competence	BT Level	CO Level
1	What is Strategy Implementation?	Remember	BTL 1	CO4
2	List the steps in the Strategy Implementation Process.	Remember	BTL 1	CO4
3	What is Resource Allocation in Strategic Management?	Remember	BTL 1	CO4
4	State the importance of Resource Allocation in Strategy Implementation.	Remember	BTL 1	CO4
5	What is Organisational Structure?	Remember	BTL 1	CO4
6	Name the types of Organisational Structures.	Remember	BTL 1	CO4
7	What is a Strategic Control System?	Remember	BTL 1	CO4
8	List the types of Strategic Control.	Remember	BTL 1	CO4
9	How should Structure and Control be matched to Strategy?	Understand	BTL 2	CO4
10	What is Strategic Change?	Remember	BTL 1	CO4
11	State the need for implementing Strategic Change in an organisation.	Remember	BTL 1	CO4
12	What is meant by Politics in an Organisation?	Remember	BTL 1	CO4
13	Define Power in the context of Strategic Management.	Remember	BTL 1	CO4
14	What is Organisational Conflict?	Remember	BTL 1	CO4
15	Differentiate between Power and Politics in an organisation.	Understand	BTL 2	CO4
16	What is Strategic Evaluation?	Remember	BTL 1	CO4
17	List any four techniques of Strategic Evaluation and Control.	Remember	BTL 1	CO4
18	What is Benchmarking as a technique of Strategic Control?	Remember	BTL 1	CO4
19	State any four barriers in Strategy Implementation.	Remember	BTL 1	CO4
20	How can barriers to Strategy Implementation be overcome?	Understand	BTL 2	CO4
21	What is a Strategic Audit?	Remember	BTL 1	CO4
22	State the purpose of a Strategic Audit.	Remember	BTL 1	CO4

23	Differentiate between Strategy Formulation and Strategy Implementation.	Understand	BTL 2	CO4
24	Interpret the role of Organisational Structure in Strategy Implementation.	Understand	BTL 2	CO4
PART B – (16 Marks Questions)				
S.No	Questions	Competence	BT Level	CO Level
1	Explain the Strategy Implementation Process and its key components.	Apply	BTL 3	CO4
2	Explain Resource Allocation and its role in effective Strategy Implementation.	Apply	BTL 3	CO4
3	Identify the types of Organisational Structures and explain their suitability for different strategies.	Apply	BTL 3	CO4
4	Analyze how Organisational Structure should be designed to support Strategy Implementation.	Analyze	BTL 4	CO4
5	Explain the design of Strategic Control Systems and their importance.	Apply	BTL 3	CO4
6	Illustrate how Structure and Control are matched to Strategy with examples.	Apply	BTL 3	CO4
7	Examine how different strategies require different structures and control mechanisms.	Analyze	BTL 4	CO4
8	Explain the process of Implementing Strategic Change in an organisation.	Apply	BTL 3	CO4
9	Discuss the role of Leadership in managing Strategic Change effectively.	Analyze	BTL 4	CO4
10	Write a note on the role of Politics, Power, and Conflict in Strategy Implementation.	Apply	BTL 3	CO4
11	Outline how Power and Conflict can be managed during Strategy Implementation.	Analyze	BTL 4	CO4
12	Explain the techniques of Strategic Evaluation and Control.	Apply	BTL 3	CO4
13	Apply the Balanced Score Card as a technique of Strategic Evaluation and Control.	Apply	BTL 3	CO4
14	Categorize the barriers in Strategy Implementation and determine measures to overcome them.	Analyze	BTL 4	CO4
15	Explain the concept of Strategic Audit and its process.	Apply	BTL 3	CO4
16	Appraise the components and significance of a Strategic Audit in evaluating organisational performance.	Analyze	BTL 4	CO4
17	Distinguish between Strategy Formulation and Strategy Implementation and examine their relationship.	Analyze	BTL 4	CO4

UNIT V – OTHER STRATEGIC ISSUES

Syllabus: Managing Technology and Innovation - Strategic Issues for Non-Profit Organisations - New Business Models and Strategies for Internet Economy - Strategies for Foreign Direct Investment, Strategies for International Trade in India.

PART A – (2 Marks Questions)

S.No	Questions	Competence	BT Level	CO Level
1	What is Technology Management in Strategic Management?	Remember	BTL 1	CO5
2	Define Innovation in a business context.	Remember	BTL 1	CO5
3	List the types of Innovation.	Remember	BTL 1	CO5
4	State the importance of Technology in Strategic Management.	Remember	BTL 1	CO5
5	Differentiate between Product Innovation and Process Innovation.	Understand	BTL 2	CO5
6	Mention any two strategic issues in managing Technology and Innovation.	Remember	BTL 1	CO5
7	What is a Non-Profit Organisation?	Remember	BTL 1	CO5
8	State any two strategic issues unique to Non-Profit Organisations.	Remember	BTL 1	CO5
9	How does strategy formation differ in Non-Profit Organisations from for-profit firms?	Understand	BTL 2	CO5
10	Name any two Non-Profit Organisations in India.	Remember	BTL 1	CO5
11	What is a Business Model?	Remember	BTL 1	CO5
12	Name any two new Business Models in the Internet Economy.	Remember	BTL 1	CO5
13	What is the Internet Economy?	Remember	BTL 1	CO5
14	State any two strategies used by firms in the Internet Economy.	Remember	BTL 1	CO5
15	How has e-commerce changed traditional business models?	Understand	BTL 2	CO5
16	What is Foreign Direct Investment (FDI)?	Remember	BTL 1	CO5
17	List the types of FDI.	Remember	BTL 1	CO5
18	State any two strategies for attracting FDI in India.	Remember	BTL 1	CO5
19	What is International Trade?	Remember	BTL 1	CO5
20	List any two strategies for promoting International Trade in India.	Remember	BTL 1	CO5

21	Differentiate between FDI and Foreign Portfolio Investment (FPI).	Understand	BTL 2	CO5
22	State the importance of International Trade for India's economic growth.	Remember	BTL 1	CO5
23	What is the role of WTO in International Trade strategies?	Remember	BTL 1	CO5
24	Infer how government policies influence FDI strategies in India.	Understand	BTL 2	CO5
PART B – (16 Marks Questions)				
S.No	Questions	Competence	BT Level	CO Level
1	Explain the strategic issues in Managing Technology and Innovation in organisations.	Apply	BTL 3	CO5
2	Illustrate how firms can build a technology strategy to gain Competitive Advantage.	Apply	BTL 3	CO5
3	Discuss the challenges and strategies in managing Innovation in a competitive environment.	Analyze	BTL 4	CO5
4	Explain the strategic issues faced by Non-Profit Organisations.	Apply	BTL 3	CO5
5	Examine how Non-Profit Organisations can develop effective strategies to achieve their objectives.	Analyze	BTL 4	CO5
6	Explain new Business Models that have emerged in the Internet Economy with examples.	Apply	BTL 3	CO5
7	Identify the strategies adopted by firms operating in the Internet Economy.	Apply	BTL 3	CO5
8	Analyze how the Internet Economy has disrupted traditional business models and strategies.	Analyze	BTL 4	CO5
9	Give an example of a digital business and outline the strategy it used to succeed in the Internet Economy.	Apply	BTL 3	CO5
10	Explain the strategies for attracting Foreign Direct Investment (FDI) in India.	Apply	BTL 3	CO5
11	Write a note on the types of FDI and their role in economic development.	Apply	BTL 3	CO5
12	Appraise the benefits and challenges of FDI for developing economies like India.	Analyze	BTL 4	CO5
13	Explain the strategies for International Trade adopted by India.	Apply	BTL 3	CO5
14	Categorize the government policies that promote International Trade in India and examine their effectiveness.	Analyze	BTL 4	CO5
15	Determine India's strategic position in International Trade with reference to key sectors.	Analyze	BTL 4	CO5

16	Illustrate the impact of WTO agreements on India's International Trade strategies.	Apply	BTL 3	CO5
17	Distinguish between FDI strategies and International Trade strategies and compare their role in India's growth.	Analyze	BTL 4	CO5