

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur – 603 203

DEPARTMENT OF MANAGEMENT STUDIES

QUESTION BANK

III SEMESTER

BA3361 – STRATEGIC MANAGEMENT

Regulation – 2023

Academic Year 2025 - 2026



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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

S.NO	QUESTIONS	CO LEVEL	BT LEVEL	COMPETENCE
1.	What is Strategy?	CO1	Level 1	Remembering
2.	Define Strategic Management.	CO1	Level 1	Remembering
3.	Differentiate Strategy and Tactics.	CO1	Level 3	Applying
4.	List the different types of Strategies.	CO1	Level 2	Understanding
5.	What is meant by Strategic Intent?	CO1	Level 1	Remembering
6.	Who makes the strategic decisions for Organizations?	CO1	Level 2	Understanding
7.	Identify the Stakeholders in Business.	CO1	Level 2	Understanding
8.	Recall the need for SMART Objectives.	CO1	Level 2	Understanding
9.	Relate environmental scanning to strategy formulation.	CO1	Level 2	Understanding
10.	Differentiate mission and objectives of an organization.	CO1	Level 2	Understanding
11.	What is meant by Social responsibility in the eyes of Business?	CO1	Level 2	Understanding
12.	Enlist the fundamentals of Strategic plan.	CO1	Level 1	Remembering
13.	Define the term CSR.	CO1	Level 1	Remembering
14.	Write short notes on Corporate Governance.	CO1	Level 1	Remembering
15.	State the role of SBU in Business.	CO1	Level 1	Remembering
16.	Identify the difference between Mission and Objectives.	CO1	Level 1	Remembering
17.	Infer the outcome of Functional strategy in operating the Business.	CO1	Level 2	Understanding
18.	What is meant by core competency?	CO1	Level 1	Remembering
19.	“Goals are specific and measurable”- Comment	CO1	Level 2	Understanding
20.	Sketch the four important steps in the strategic management process.	CO1	Level 2	Understanding

21.	Who are the important stakeholders of a Business?	CO1	Level 2	Understanding
22.	Relate the importance of Policy in formulation of strategies.	CO1	Level 2	Understanding
23.	Enumerate the levels of Strategy.	CO1	Level 1	Remembering
24.	What is SWOC?	CO1	Level 1	Remembering

PART- B

S.NO	QUESTIONS	MARKS	CO LEVEL	BT LEVEL	COMPETENCE
1.	Analytically discuss the need for Strategic Management in the present context.	(16)	CO1	Level 4	Analysing
2.	(i) Discuss the steps involved in strategy formulation process.	(10)	CO1	Level 4	Analysing
	(ii) Examine the importance of Strategy.	(6)	CO1	Level 4	Analysing
3.	Illustrate the role of Strategist in Environment Analysis with suitable examples.	(16)	CO1	Level 3	Applying
4.	Appraise the scope of stakeholder's contribution in promoting the business.	(16)	CO1	Level 3	Applying
5.	Elaborate the conceptual framework for Strategic Management and illustrate with suitable example.	(16)	CO1	Level 3	Applying
6.	Determine the relative association between Vision, Mission and Objectives.	(16)	CO1	Level 4	Analysing
7.	Elucidate the need for Business and its objectives as a significant factor for social development.	(16)	CO1	Level 4	Analysing
8.	Explain the different levels of strategy and its application in the Organization.	(16)	CO1	Level 3	Applying
9.	Analyze the Company's External and Internal Environmental factors as key strategic management process.	(16)	CO1	Level 4	Analysing
10.	Demonstrate the components of strategic plan.	(16)	CO1	Level 3	Applying
11.	Compare and contrast the Strategic, Tactical and Operational Planning with examples.	(16)	CO1	Level 4	Analysing
12.	Discuss in detail the scope of Strategic Management in the contemporary business world .	(16)	CO1	Level 3	Applying

13.	Elaborately discuss the mechanisms of Corporate Governance.	(16)	CO1	Level 4	Analysing
14.	Examine the Key performance indicators.	(16)	CO1	Level 4	Analysing
15.	Comparatively view the relationship between Corporate Governance and Social Responsibility.	(16)	CO1	Level 4	Analysing
16.	Apply Social Responsibility as a strategic tool for building the Business.	(16)	CO1	Level 3	Applying
17.	Elucidate the significant nature, scope and contribution of SBU in developing the Business.	(16)	CO1	Level 4	Analysing

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

S.NO	QUESTIONS	CO LEVEL	BT LEVEL	COMPETENCE
1.	Define Environmental Scanning.	CO2	Level 1	Remembering
2.	Enlist the important characteristics of Environment.	CO2	Level 2	Understanding
3.	What are Maturing Industries?	CO2	Level 2	Understanding
4.	What is meant by Strategic group?	CO2	Level 1	Remembering
5.	Relate the 5 force model as strategic tool.	CO2	Level 2	Understanding
6.	Write short notes on Competitive Advantage.	CO2	Level 1	Remembering
7.	Define Industry.	CO2	Level 1	Remembering
8.	Identify the major forces of competitive advantage of India.	CO2	Level 2	Understanding
9.	Relate Competitive Advantage as strategic tool.	CO2	Level 2	Understanding
10.	What is meant by Business Environment?	CO2	Level 1	Remembering
11.	Enumerate the types of Strategic groups.	CO2	Level 1	Remembering
12.	Write short notes on SWOT Analysis.	CO2	Level 2	Understanding
13.	Recall the basic competencies for strategy formulation.	CO2	Level 1	Remembering

14.	State any two characteristics of Core Competencies.	CO2	Level 2	Understanding
15.	What are Distinctive Competencies?	CO2	Level 1	Remembering
16.	Write a short on "Icarus Paradox".	CO2	Level 1	Remembering
17.	Classify the different types of Strategic Groups.	CO2	Level 2	Understanding
18.	Differentiate between Capabilities and Competencies.	CO2	Level 2	Understanding
19.	State the conditions for achieving differentiation.	CO2	Level 2	Understanding
20.	Extract the components of strategy.	CO2	Level 2	Understanding
21.	What is meant by Cost Leadership Strategy?	CO2	Level 1	Remembering
22.	Identify the Generic building blocks elements.	CO2	Level 2	Understanding
23.	How Resources are essential for building the core competency?	CO2	Level 2	Understanding
24.	What is Diamond Model?	CO2	Level 1	Remembering

PART- B					
S.NO	QUESTIONS	MARKS	CO LEVEL	BT LEVEL	COMPETENCE
1.	Demonstrate the Porter's Five Forces Model used in external environmental analysis.	(16)	CO2	Level 3	Applying
2.	Explain the application of SWOT Analysis in any business operation by citing suitable example.	(16)	CO2	Level 3	Applying
3.	Examine the significance of competitive advantage in the national context.	(16)	CO2	Level 4	Analysing
4.	Discuss the components of Porter's diamond model in detail.	(16)	CO2	Level 4	Analysing
5.	Determine the scope and essential appraisal for internal and external environmental factors influence on business strategies.	(16)	CO2	Level 3	Applying
6.	Analytically view the importance of elements that act as generic building blocks of competitive advantage.	(16)	CO2	Level 4	Analysing
7.	Illustrate the basic features of Distinctive Competence with appropriate examples.	(16)	CO2	Level 3	Applying
8.	Determine suitable strategies for avoiding the failure of Business and techniques for competitive advantage.	(16)	CO2	Level 3	Applying

9.	Describe the Strategy framework for analysing competition.	(16)	CO2	Level 4	Analysing
10.	Explain the interaction between Resources, Capabilities and Core Competencies.	(16)	CO2	Level 4	Analysing
11.	Determine the factors that influence the durability of competitive advantage.	(16)	CO2	Level 4	Analysing
12.	Examine the applicability of Porters Five Force Model for any Industry as per your choice.	(16)	CO2	Level 3	Applying
13.	Determine the Competitive advantage of India in the Global scenario.	(16)	CO2	Level 4	Analysing
14.	Examine functional perspective of Resources for sustaining competitive advantage.	(16)	CO2	Level 4	Analysing
15.	Distinguish between Vertical & Horizontal Integration with suitable examples.	(16)	CO2	Level 3	Applying
16.	Examine the Building Blocks of Competitive Advantage with suitable illustrations.	(16)	CO2	Level 4	Analysing
17.	“An apparel company plans to increase the sales in the international market”,Apply suitable strategies for profitable business.	(16)	CO2	Level 3	Applying

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

S.NO	QUESTIONS	CO LEVEL	BT LEVEL	COMPETENCE
1.	What are the Generic strategic alternatives?	CO3	Level 1	Remembering
2.	Define Grand Strategy.	CO3	Level 1	Remembering
3.	Enlist the types of Corporate Strategy.	CO3	Level 2	Understanding
4.	Identify the reasons to pursue Expansion Strategies.	CO3	Level 2	Understanding
5.	Recall the types of Strategic Alliances.	CO3	Level 1	Remembering

6.	List out the Hard Ss' of Mckinsey Model.	CO3	Level 2	Understanding
7.	What are the advantages of network strategy?	CO3	Level 2	Understanding
8.	Write short notes on Defensive Strategies.	CO3	Level 2	Understanding
9.	What is Corporate Restructuring?	CO3	Level 1	Remembering
10.	Define Conglomerate diversification.	CO3	Level 1	Remembering
11.	What is Competitive advantage?	CO3	Level 1	Remembering
12.	Which Consulting group is involved in the BCG Matrix?	CO3	Level 2	Understanding
13.	Identify the factors influencing the Portfolio Strategy.	CO3	Level 2	Understanding
14.	What are the critical success factors for business?	CO3	Level 2	Understanding
15.	State any four limitations of Business level strategy.	CO3	Level 2	Understanding
16.	Give any four benefits of Strategic analysis.	CO3	Level 2	Understanding
17.	What is Combination Strategy?	CO3	Level 1	Remembering
18.	State the differences between Horizontal and Vertical Integration.	CO3	Level 2	Understanding
19.	Interpret Strategic Advantage Profile.	CO3	Level 2	Understanding
20.	What is meant by Strategic Choice?	CO3	Level 1	Remembering
21.	Why Restructuring is important?	CO3	Level 2	Understanding
22.	Identify the dimensions of Nine cell matrix and its application on Industry.	CO3	Level 2	Understanding
23.	Write short notes on Balance Scorecard?	CO3	Level 2	Understanding
24.	Infer the meaning of SPACE in Strategic Management.	CO3	Level 2	Understanding

PART- B

S.NO	QUESTIONS	MARKS	CO LEVEL	BT LEVEL	COMPETENCE
1.	Demonstrate in detail the Generic Strategic alternatives by suitable examples.	(16)	CO3	Level 3	Applying
2.	Examine the types of Strategic Alliances with appropriate illustration.	(16)	CO3	Level 4	Analysing
3.	Apply the Diversification Strategies in real time industry cases.	(16)	CO3	Level 3	Applying

4.	Examine the significance of GE Matrix on Strategic Management process.	(16)	CO3	Level 4	Analysing
5.	Compare and contrast Business level strategy with Functional level in an Organization.	(16)	CO3	Level 4	Analysing
6.	Determine the factors for selecting an appropriate strategy for effective business.	(16)	CO3	Level 3	Applying
7.	Explain the process of Corporate Restructuring citing relevant examples wherever necessary.	(16)	CO3	Level 3	Applying
8.	'Assessment of the internal capabilities of the firm centers on the appraisal of performance in different functional areas'. Critically examine the statement.	(16)	CO3	Level 4	Analysing
9.	Discuss in detail the various types of Business Level Strategies by giving suitable examples.	(16)	CO3	Level 3	Applying
10.	Elucidate the Restructuring process in the corporation.	(16)	CO3	Level 4	Analysing
11.	Comparatively evaluate the Stability & Renewal strategies	(16)	CO3	Level 4	Analysing
12.	Determine the steps involved in the process of Strategic analysis.	(16)	CO3	Level 4	Analysing
13.	Examine the scope and significance of Corporate Portfolio Analysis.	(16)	CO3	Level 4	Analysing
14.	Explain the McKinsey's matrix in the Strategy decision making process with an example.	(16)	CO3	Level 3	Applying
15.	Analytically explain the need for Mckinsey Framework as a tool for Organizational designing in Business operations.	(16)	CO3	Level 4	Analysing
16.	Assess the effectiveness of BSC in the Strategic operations of business.	(16)	CO3	Level 4	Analysing
17.	Stability strategies would work only when the firm is doing well and the environment is not excessively volatile- Justify the statement.	(16)	CO3	Level 4	Analysing

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				
S.NO	QUESTIONS	CO LEVEL	BT LEVEL	COMPETENCE
1.	Define Strategy implementation.	CO 4	Level 1	Remembering
2.	What is meant by Resource allocation?	CO 4	Level 1	Remembering
3.	Identify the factors affecting Resource allocation.	CO 4	Level 2	Understanding
4.	Define Organisational Structure.	CO 4	Level 1	Remembering
5.	What is Organisational Design?	CO 4	Level 1	Remembering
6.	Relate the Organizational Structure for effective Business process.	CO 4	Level 2	Understanding
7.	Differentiate between Power and Politics.	CO 4	Level 2	Understanding
8.	Identify the relationship between Strategy and Structure,	CO 4	Level 2	Understanding
9.	Write short notes on Strategic Control.	CO 4	Level 1	Remembering
10.	Recall the pre-requisites of strategic implementation.	CO 4	Level 1	Remembering
11.	What is meant by Strategic Surveillance?	CO 4	Level 1	Remembering
12.	List out the types of Control systems in managing the Organizations.	CO 4	Level 2	Understanding
13.	Relate the inclusion of feedback in the strategic process.	CO 4	Level 2	Understanding
14.	Identify the significant relationship between Strategic Evaluation and Control.	CO 4	Level 2	Understanding
15.	Define Strategic Audit.	CO 4	Level 1	Remembering
16.	Infer Politics as the technique in strategy execution.	CO 4	Level 2	Understanding
17.	What is Resistance to Change?	CO 4	Level 1	Remembering
18.	What is meant by Strategic Evaluation?	CO 4	Level 1	Remembering
19.	List down the types of strategic changes.	CO 4	Level 1	Remembering
20.	What are the types of conflict?	CO 4	Level 2	Understanding
21.	Identify the sources of Power.	CO 4	Level 2	Understanding

22.	Relate the Proactive Change with Organization's strategy.	CO 4	Level 2	Understanding
23.	Define Conflict.	CO 4	Level 1	Remembering
24.	Write short notes on Budget as strategic control technique.	CO 4	Level 2	Understanding

PART- B					
S.NO	QUESTIONS	MARKS	CO LEVEL	BT LEVEL	COMPETENCE
1.	Discuss the steps involved in the Strategy implementation process and measures to overcome the barriers.	(16)	CO 4	Level 3	Applying
2.	Determine and explain the approaches on Resource allocation.	(16)	CO 4	Level 4	Analysing
3.	Classify the types of Organizational Structure with suitable examples.	(16)	CO 4	Level 3	Applying
4.	Examine the significance of Organizational Structure in Strategy implementation.	(16)	CO 4	Level 4	Analysing
5.	Elaborate the techniques for Strategic evaluation and control.	(16)	CO 4	Level 4	Analysing
6.	Analytically explain the steps involved in the Strategic Audit.	(16)	CO 4	Level 4	Analysing
7.	Appraise the conflict resolution techniques as strategy for solving the problems.	(16)	CO 4	Level 3	Applying
8.	Determine the steps involved in Strategic control systems and its scope in the management of the organizations.	(16)	CO 4	Level 5	Evaluating
9.	Explain in detail the relationship between Matching Structure and Control to Strategy.	(16)	CO 4	Level 4	Analysing
10.	Discuss the issues in implementing Strategic Change.	(16)	CO 4	Level 4	Analysing
11.	Elucidate the barriers for Strategy Evaluation and Control and suitable strategies to overcome these barriers.	(16)	CO 4	Level 4	Analysing
12.	"Different Organizational forms result from different types of growth" Explain.	(16)	CO 4	Level 4	Analysing

13.	Examine the Qualitative and quantitative techniques available for strategic evaluation and control.	(16)	CO 4	Level 4	Analysing
14.	Justify with suitable illustrations the impact of Organizational Politics in managing the Organization's effectiveness.	(16)	CO 4	Level 4	Analysing
15.	Examine the application of Power in strategic operations.	(16)	CO 4	Level 4	Analysing
16.	Discuss the various types of Conflicts in detail and apply the appropriate resolving techniques.	(16)	CO 4	Level 3	Applying
17.	Explain with proper justification on the control techniques for strategic management.	(16)	CO 4	Level 4	Analysing

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

S.NO	QUESTIONS	CO LEVEL	BT LEVEL	COMPETENCE
1.	What is Technology Management?	CO 5	Level 1	Remembering
2.	Relate innovation as a strategy tool for conducting business.	CO 5	Level 2	Understanding
3.	List the components of Technology.	CO 5	Level 1	Remembering
4.	Identify the relationship between Technology and Competitive advantage	CO 5	Level 2	Understanding
5.	Write short notes on "In-house development Technology".	CO 5	Level 1	Remembering
6.	Define e-commerce.	CO 5	Level 1	Remembering
7.	Relate "brick - and - click" Strategies.	CO 5	Level 2	Understanding
8.	State the importance of NGO in social development.	CO 5	Level 2	Understanding
9.	Differentiate between Invention and Innovation.	CO 5	Level 2	Understanding
10.	Write short notes on Piggybacking strategy.	CO 5	Level 2	Understanding
11.	Identify the impact of Internet.	CO 5	Level 2	Understanding
12.	Define FDI.	CO 5	Level 1	Remembering
13.	What are the four aspects of Business Model?	CO 5	Level 2	Understanding

14.	What is meant by International Trade?	CO 5	Level 1	Remembering
15.	Identify the Strategic Issues.	CO 5	Level 2	Understanding
16.	Write short notes on Internet Economy and its influence on strategic management.	CO 5	Level 2	Understanding
17.	Write short notes on Economic Web.	CO 5	Level 1	Remembering
18.	Identify the challenges of Nonprofit organization.	CO 5	Level 1	Remembering
19.	Write a short note on e-business.	CO 5	Level 2	Understanding
20.	Relate consumer to market with appropriate strategy	CO 5	Level 2	Understanding
21.	Infer the impact of e-procurement.	CO 5	Level 2	Understanding
22.	What is e-venture?	CO 5	Level 1	Remembering
23.	Interpret the Revenue model.	CO 5	Level 2	Understanding
24.	Differentiate between Profit and Nonprofit organizations.	CO 5	Level 2	Understanding

PART- B

S.NO	QUESTIONS	MARKS	CO LEVEL	BT LEVEL	COMPETENCE
1.	Elucidate the importance of Technology and why it is essential for modern times.	(16)	CO 5	Level 4	Analysing
2.	Identify the relationship between Technology Development and Strategic Planning.	(16)	CO 5	Level 4	Analysing
3.	Examine in detail the important phases of the Technology lifecycle by applying examples wherever necessary.	(16)	CO 5	Level 3	Applying
4.	Elucidate the need for New Business Models and its scope for Indian economy.	(16)	CO 5	Level 4	Analysing
5.	Determine the scope of FDI International trade	(16)	CO 5	Level 4	Analysing
6.	Discuss the Strategic issues in managing Innovation and Technology.	(16)	CO 5	Level 4	Analysing
7.	Describe the Strategic issues for Non-Profit Organizations and justify the strategies to overcome the challenges.	(16)	CO 5	Level 4	Analysing
8.	Elaborate the analytical measures for effective International Trade.	(16)	CO 5	Level 4	Analysing

9.	Distill the Technology Forecasting techniques that strategize the Global Economy.	(16)	CO 5	Level 4	Analysing
10.	Explain in detail the need for Innovation and illustrate with suitable examples.	(16)	CO 5	Level 3	Applying
11.	Examine the factors that determine whether a company should outsource a technology.	(16)	CO 5	Level 4	Analysing
12.	Define Innovation. What are the characteristics of an attractive industry from an entrepreneur's point of view?	(16)	CO 5	Level 4	Analysing
13.	Explain the various competitive Strategies of the Business with examples.	(16)	CO 5	Level 3	Applying
14.	Determine the attractive Industry that pools out FDI for empowering Indian economy.	(16)	CO 5	Level 3	Applying
15.	Examine the strategy shaping characteristics of e-commerce environment.	(16)	CO 5	Level 4	Analysing
16.	Evaluate the impact of Internet on Strategies of Business Organizations with examples.	(16)	CO 5	Level 3	Applying
17.	"Technology is a valuable Strategic resource". Justify with suitable illustrations.	(16)	CO 5	Level 3	Applying