

****Section A: Multiple Choice Questions****

1. c) Opportunities
2. c) Strategic control
3. c) To communicate the organization's core purpose and values
4. d) Vertical integration
5. c) Macro-environmental factors

****Section B: Short Answer Questions****

6. Competitive advantage refers to a firm's ability to outperform its competitors by producing goods or services more efficiently, innovatively, or distinctively. For example, Apple Inc. has a competitive advantage through product differentiation with its sleek design and user-friendly interfaces.

7. Cost leadership strategy focuses on becoming the lowest-cost producer in an industry, while differentiation strategy aims to provide unique and high-quality products or services. Cost leadership emphasizes efficiency and cost reduction, while differentiation focuses on brand image and premium pricing.

8. A SWOT analysis is used to assess an organization's internal strengths and weaknesses, as well as external opportunities and threats. It helps in strategic planning by identifying areas for improvement and areas where the organization can capitalize.

9. Related diversification involves entering a new business that is related to the existing business. For example, a company that manufactures athletic shoes may diversify into sportswear clothing.

10. The BCG Matrix classifies a company's product portfolio into four categories: stars, cash cows, question marks, and dogs. It is used to evaluate the performance of each product or business unit and make decisions about resource allocation.

****Section C: Essay Questions****

(Choose any two questions to answer)

11. (Answer to question 11 would provide a detailed discussion of strategic leadership and examples of effective leaders.)

12. (Answer to question 12 would discuss the challenges and opportunities of international expansion for SMEs and provide recommendations for a successful strategy.)

13. (Answer to question 13 would explain CSR, its relevance, and the pros and cons of implementing CSR initiatives.)

14. (Answer to question 14 would compare and contrast various organizational structures, highlighting their advantages and disadvantages.)

PAPER # 4

Section A

Answer all questions in one or two sentences. Each question carries 1 mark.

1. Define strategic management.
2. Explain tactical planning.
3. What is a vision statement?
4. Explain the term contingency strategies.
5. What is meant by objectives?
6. What is a Strategic Business Area?
7. Define Benchmarking.
8. Explain strategic choice.
9. What is synergy?
10. Define organizational appraisal.

Answers:

1. Strategic management is the process of setting organizational goals and objectives, developing strategies to achieve those goals, and implementing and evaluating those strategies.

10. Define organizational appraisal. Answer: Organizational appraisal is the process of evaluating the organization's performance and identifying areas for improvement.

Section D

Answer any 8 questions in one paragraph. Each question carries 2 marks.

11. Describe the BCG matrix. Answer: The BCG matrix is a strategic planning tool that helps organizations to identify and manage their SBUs. The matrix classifies SBUs into four categories: Stars, Cash Cows, Question Marks, and Dogs.
12. Explain the GE Nine Cell model. What is the advantage of the GE Nine Cell model over the BCG matrix? Answer: The GE Nine Cell model is another strategic planning tool that helps organizations to identify and manage their SBUs. The model considers two factors: industry attractiveness and business strength. The GE Nine Cell model is more complex than the BCG matrix, but it provides a more comprehensive analysis of the organization's SBUs.
13. Leadership style, corporate culture, values, and ethics play a crucial role in effective strategy implementation. Comment. Answer: Leadership style, corporate culture, values, and ethics all play a role in effective strategy implementation. Leaders who are able to create a positive and supportive work environment, and who communicate the organization's vision and values clearly, are more likely to be successful in implementing strategies.
14. What do you understand by mergers and acquisitions? What are the various types of mergers? What are the issues in implementing a "merger strategy" successfully? Give the latest Indian and Global examples relevant to the merger strategy. Answer: Mergers and acquisitions (M&As) are financial transactions in which two or more companies are combined into one. There are three main types of mergers: horizontal mergers, vertical mergers, and conglomerate mergers. M&As can be complex and challenging to implement, and there are a number of risks involved. Some of the key issues in implementing a merger strategy successfully include:
- Cultural integration
 - Employee communication
 - Management integration
 - Process integration
 - Synergy realization
- Some recent examples of M&As in India include the merger of Flipkart and Walmart, and the acquisition of Tata

Communications by Vodacom. Some recent examples of M&As in the world include the acquisition of Twitter by Elon Musk, and the merger of WarnerMedia and Discovery.

15. Write short notes on any three of the following:

- Porter's five forces framework
- SWOT analysis
- Value chain
- McKinsey's 7s framework
- Core competencies Answer:

Porter's five forces framework is a strategic planning tool that helps organizations to analyze the competitive forces that are shaping their industry. The five forces are: * Supplier power * Buyer power * Competitive rivalry * Threat of new entrants * Threat of substitutes

SWOT analysis is a strategic planning tool that helps organizations to identify their strengths, weaknesses, opportunities, and threats.

****End of Exam Papers****

Please note that these are a sample exam papers, and the answers provided are for reference only. Actual exam questions and answers may vary based on your course material and curriculum.

KEYWORDS:

1. Business Policy and Strategy
2. BBA Exam
3. Business Administration
4. Strategy Exam
5. BBA Study Material
6. Business Policy Test
7. Business Strategy Exam
8. BBA Practice Questions
9. Business Administration Exam