Roll No. ☐☐☐☐☐☐☐☐☐☐☐☐ **Total No. of Pages : 02**

Total No. of Questions : 15

MBA (2012 & Onwards) (Sem.–4)

STRATEGIC MANAGEMENT

Subject Code : MBA-401

Paper ID : [A2524]

Time : 3 Hrs. **Max. Marks : 60**

INSTRUCTION TO CANDIDATES :

1. **SECTION-A contains SIX questions carrying FIVE marks each and students have to attempt any FOUR questions.**
2. **SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.**
3. **SECTION-C is COMPULSORY and consists of ONE Case Study carrying EIGHT marks.**

SECTION-A

Write short notes on :

1. Critical Success Factor
2. Corporate Social Responsibility
3. Strategic Business Unit
4. Competitive Advantage
5. Strategic Intent
6. SWOT Analysis

SECTION-B

UNIT-I

7. Define Strategic Management. Discuss the important steps involved in strategic management process.

8. Define environmental analysis. Also, explain the components of a company's external environment.

UNIT-II

9. Discuss in detail the performance measurement framework originated by Norton Kaplan and David Norton that added strategic non-financial performance measures to traditional financial metrics.

10. Write a detailed explanatory note on Value Chain Analysis as a technique used for organizational appraisal.

UNIT-III

11. Discuss the four grand corporate level strategies. Comment if 'Stability' is really a strategy or just a term for 'NO' strategy?

12. Give recent examples of backward integration and forward integration in an industry of your choice. List the advantages and disadvantages of an integrative strategy.

UNIT-IV

13. According to Michael Porter, what determines the level of competitive intensity in an industry? Analyze the present scenario of Aviation Industry in India using porter's industry analysis framework.

14. Discuss the steps involved in process of strategic control and the techniques of strategic evaluation.

SECTION-C

15. Case Study :

The DePuy Companies are part of the Johnson & Johnson Family of Companies and are global leaders in providing healthcare solutions in orthopedics, spinal care, sports medicine and neurosciences. At DePuy, the company believes that movement is the foundation of wellness. And by advancing and restoring movement, we can move people's lives forward.

Question :

Critically evaluate the above stated mission statement of DePuy and discuss the criteria that makes a well-conceived mission statement. Also, list the benefits of having a clear mission statement.