

## 8. STRATEGIC MANAGEMENT

DEAR STUDENTS, HERE ARE THE INSTRUCTIONS ON HOW TO UNDERSTAND AND PREPARE GUESS QUESTIONS GIVEN IN THIS DOCUMENT:

- 1) IN PUBLIC EXAM, YOU MAY GET FOLLOWING TYPES OF QUESTIONS:
  - a) STRAIGHT THEORY QUESTIONS (STQ).
  - b) SCENARIO BASED THEORY QUESTIONS (SBQ).
  - c) PRACTICAL QUESTIONS (PQ).
  - d) CONCEPT QUESTIONS (CQ)
  - e) MULTIPLE CHOICE QUESTIONS (MCQ)
- 2) STQs & SBQs ARE PREDICTABLE BUT REMAINING TYPES OF QUESTIONS ARE UNPREDICTABLE. HENCE, IT IS NOT POSSIBLE TO LIST OUT THE EXACT QUESTIONS. WE CAN ONLY PREDICT SOME CONCEPTS FROM WHICH EXAMINER MAY POSE ANY OF THE ABOVE STATED TYPES OF QUESTIONS.
- 3) YOU CAN PREPARE THESE CONCEPTS IN ANY OF THE MATERIALS.
- 4) TRY TO GAIN SPECIALISED KNOWLEDGE (360 DEGREE) ON ALL OF THE CONCEPTS STATED HERE.
- 5) IRRESPECTIVE OF WHAT IS STATED IN THIS DOCUMENT, YOU SHALL READ THE FOLLOWING AREAS THOROUGHLY.
  - a) ALL CONCEPT QUESTIONS (CRD & SS) GIVEN IN MM MATERIAL ESPECIALLY STUDY MATERIAL EXAMPLES WHICH ARE INDICATED AS (OLD-EX, NEW-EX).
  - b) ALL TYK QUESTIONS (CRD & SS) GIVEN IN MM MATERIAL ESPECIALLY TYK QUESTIONS OF STUD MATERIAL WHICH ARE INDICATED AS (OLD-TYK, NEW-TYK).

### CH.0: INTRODUCTION TO MANAGEMENT

NIL

### CH.1: INTRODUCTION TO STRATEGIC MANAGEMENT

- 1) The strategy of a company is partly Pro-active and partly Re-active. Explain.
- 2) Write about various Strategic Levels in an organization?
- 3) Explain about network of relationship between the three levels.
- 4) What are the Limitations of Strategic Management?
- 5) What is Strategic Intent and what are its elements?
- 6) Write about Long-term Objectives and the areas in which they are set.
- 7) What are the characteristics which must be possessed by objectives, to be meaningful to serve the intended role? (Or) State the Characteristics of Objectives?
- 8) Briefly explain the concept of Values

### CH.2: STRATEGIC ANALYSIS - EXTERNAL ENVIRONMENT

- 1) Explain the concept of PESTLE as a tool to study the Macro Components.
- 2) Why do businesses go global? (OR) Explain the reasons necessary for globalization by companies.
- 3) Write short notes on Product Life Cycle
- 4) How are business activities classified for VCA purpose?

- 5) Discuss the Porter's model for systematically diagnosing the significant competitive pressures in a market.
- 6) What are the five competitive forces in an industry as identified by Michael Porter?
- 7) Write short notes on Experience Curve.
- 8) What is Customer Behavior. State the factors that influence customer behavior.
- 9) Write short notes on Competitive Landscape.

### **CH.3: STRATEGIC ANALYSIS - INTERNAL ENVIRONMENT**

- 1) Explain Mendelow's Matrix as a tool to study and manage key stakeholders.
- 2) According to C K Prahalad and Gary Hamel, major core competencies are identified in three areas. Explain.
- 3) Four specific criteria of sustainable competitive advantage that firms can use to determine those capabilities that are core competencies. Comment.
- 4) What is the purpose of SWOT analysis? Why is it necessary to do a SWOT analysis before selecting a particular strategy for a business organization?
- 5) Sustainability of Competitive Advantage depends upon four major characteristics. Explain.
- 6) How to achieve Cost Leadership Strategy?
- 7) What are the Advantages, Disadvantages and Risks of Cost Leadership Strategy?
- 8) How to achieve a Differentiation Strategy?
- 9) What are the Advantages and Disadvantages of Differentiation Strategy?
- 10) How to achieve Focus Strategy?

### **CH.4: STRATEGIC CHOICES**

- 1) Write short notes on Concentric Diversification Strategy.
- 2) Write short notes on Conglomerate Diversification Strategy.
- 3) Explain the concept of Expansion through Mergers and Acquisitions?
- 4) Discuss how mergers and acquisitions are used for business growth. What are the various types of mergers?
- 5) What is Expansion through Strategic Alliance? State its advantages and disadvantages.
- 6) Write about Turnaround Strategy.
- 7) Write about a suitable action plan for Turnaround.
- 8) Write about Divestment strategy.
- 9) Explain the Growth Strategies under Ansoff's Product- Market Growth Matrix.
- 10) Write about Boston Consulting Group (BCG) Growth- Share Matrix.
- 11) Explain the General Electric (GE) Model of Portfolio Analysis. ("Stop- Light" Strategy Model)

### **CH.5: STRATEGY IMPLEMENTATION & EVALUATION**

- 1) Outline the activities in Implementing and Executing the Strategy.
- 2) What is Strategic Change and what are the steps to initiate it?
- 3) What is Strategic Change? Explain the change process proposed by Kurt Lewin that can be used in implementing strategies?

- 4) What is Digital Transformation? Explain the role of Change Management in Digital Transformation.
- 5) Explain the Change Management Strategies for Digital Transformation (OR) Write about the five best practices for managing change in small and medium sized businesses.
- 6) Explain how companies can manage change during digital transformation
- 7) How culture promotes better strategy execution? (Or) 'A strategy-supportive culture promotes good strategy execution' Explain
- 8) Outline the Process of Changing a Problem Culture.
- 9) What are the Responsibilities of a Strategic Leader?
- 10) What is Strategic Leadership? What are the two approaches to Leadership Style
- 11) What is Strategic Control? Explain different types of Strategic Control
- 12) What are Strategic Performance Measures and explain the different strategic performance measures?
- 13) Explain the importance of Strategic Performance Measures

**THE END**

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