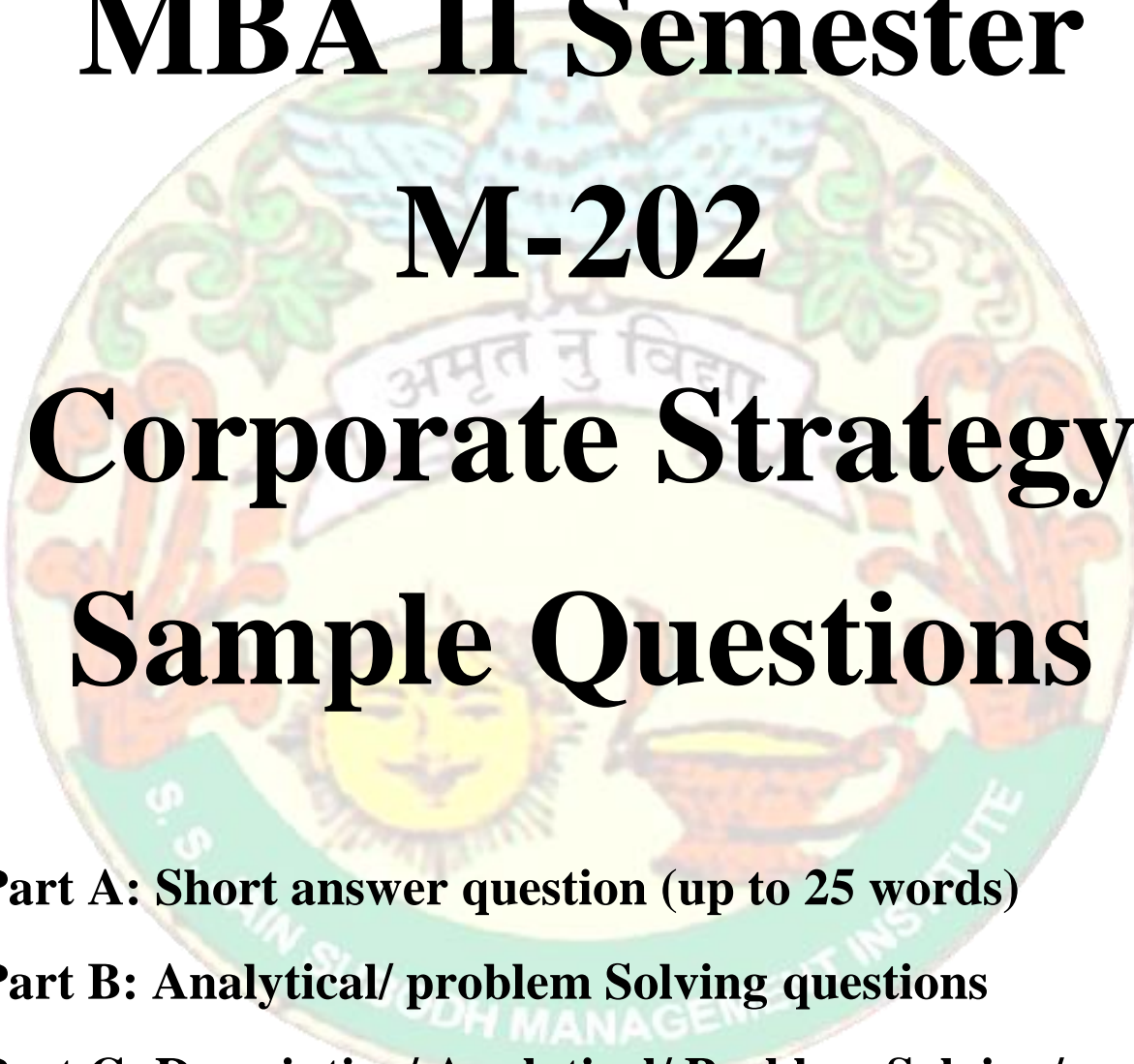


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Subodh Management Institute
MBA II Semester
M-202
Corporate Strategy
Sample Questions



Part A: Short answer question (up to 25 words)

Part B: Analytical/ problem Solving questions

**Part C: Descriptive/ Analytical/ Problem Solving/
Case questions.**

PART A

Very Short – Answer Questions

Unit I: Introduction of Strategic Management

1. What do you understand by ‘Strategic Management’?
2. Define mission with an example.
3. What is Vision? Give an example.
4. Give details about the concept of Core Competence.
5. Write any four reasons for need for mission.
6. Explain the scope of strategic management.
7. What is ‘strategy’?
8. Why mission statement is important for any organization?
9. What role do core competencies play for any business?
10. What is strategic decision making?
11. How core competencies are different from strategies?
12. Distinguish between strategy and tactics.
13. Enumerate the elements in strategic management process.
14. What are the factors responsible for an effective strategy?
15. What are the possible pitfalls in not having a vision for an organization?
16. Mention the characteristics of a good mission statement.
17. Identify the roles that objectives play in strategic management.
18. Name some important constraints under which objectives are set.
19. Only verifiable objectives can be meaningfully used in strategic management. Why?

Unit II: Environmental Scanning

20. What is ‘Environmental scanning’?
21. What are the components of SWOT analysis?
22. What is meant by ‘Environment Threat & Opportunity Profile’?
23. Why there is need for Industry Analysis?
24. Name the important factors of Socio-economic environment?
25. What aspects does an environmental appraisal deal with?

Unit III: Internal Environmental Scanning

26. What is the rationale behind performing a SWOT analysis?
27. What is Value Chain Analysis?
28. What are pitfalls in internal analysis?
29. Write significance of internal analysis.
30. Differentiate between resources and capabilities.

31. What are 3C's of internal analysis?
32. What is meant by value chain?

Unit IV: Strategy Formulation- Business Strategy

33. What is meant by 'Business strategy'?
34. Why business strategies are important?
35. What are the five competitive forces in an industry as identified by Michael Porter?
36. What is competitive advantage?
37. What is competitive scope?
38. What is meant by being a first mover in an industry?
39. What is meant by the market location tactics of business strategy?
40. What is timing tactics?

Unit V: Strategy Formulation- Corporate Strategy

41. What is a diversification strategy?
42. List out the types of diversification strategies.
43. Explain the significance of strategy formulation.
44. Distinguish between business strategy and corporate strategy.
45. Why a conglomerate or unrelated diversification strategy is adopted?
46. Under what conditions are joint ventures created?
47. List the reasons for adopting divestment strategies.
48. List the conditions that indicate that a turnaround is needed.

Unit VI: Strategy Implementation

49. What are the differences between strategy formulation and its implementation?
50. Explain the importance of strategy implementation.
51. What are barriers to strategy implementation?
52. "Resource Allocation as a vital part of strategy" Why this is vital?
53. Explain the role of the board of directors in corporate governance.
54. What are the challenges in implementing CSR in India?

Unit VII: Evaluation and Control

55. State the importance of strategic evaluation and control.
56. What are the various tools for strategic control?
57. Why is strategy evaluation important to organizations?
58. How is strategic surveillance done?
59. When can be special alert control be useful?
60. How can strategic control help in resource allocation?
61. Differentiate between strategic momentum control and strategic leap control.

Unit VIII: International Strategy

62. What is Multinational Corporation? Give example.
63. Enumerate the factors that motivate the Indian firms to internationalize.



PART B

Short-Answer Questions

Unit I: Introduction of Strategic Management

1. Differentiate between Mission and Vision.
2. What is 'Mission'? Explain the important components of mission statement.
3. Describe the concept of strategic intent through vision and mission statements.
4. Discuss the concept of goals and objectives. How goals are different from objectives? Clarify.
5. Write a short note on strategic decision making framework.
6. Discuss the issues that are relevant for strategic decision making.
7. Explain the challenges to strategic management.
8. Differentiate mission and objectives of an organization. How do you formulate the goals of a manufacturing organization?
9. Explain with example the terms Mission, the Vision, and the Strategic Intent Statements. Why and when is there likely to be conflict between them?
10. Discuss the nature and significance of strategic management.
11. 'Having a shared vision is more important than crafting an attractive vision for the success of any firm.' Explain with an example.
12. Why is it necessary to have a vision and mission?
13. In what terms can a graduate aspiring for MBA admission set its objectives?
14. 'A vision is too abstract to be of any practical value.' Do you agree with this statement? Why?

Unit II: Environmental Scanning

15. Explain about kind of factors that shape a company's strategy.
16. What is environmental scanning? Write about its underlying factors.
17. Differentiate between the external and internal components of environment.
18. What is the rationale behind performing a SWOT analysis? Enumerate the pitfalls of using SWOT analysis indiscriminately.
19. Describe the different aspects of environmental scanning necessary for identifying opportunities and threats in a company's environment.
20. What different types of factors affect the process of environmental appraisal?
21. What is meant by external environment scanning? Explain the steps involved.

Unit III: Internal Environmental Scanning

22. What are the areas where internal analysis is essential? Explain.
23. Define organizational capability. Also discuss the factors of organizational capability in brief.
24. Explain the VRIO framework for internal analysis.
25. Mention the important factors that influence the capability of an organization in each of the following functional areas: (a) finance (b) marketing (c) operations (d) personnel (e) information management (f) general management

Unit IV: Strategy Formulation- Business Strategy

26. Discuss the BCG matrix and its implications to strategic analysis.
27. Critically analyse the nine cell GE matrix and its relevance to strategic analysis.
28. Differentiate between low-cost focus and differentiation focus.
29. Discuss Michael Porter's approach for defining generic strategies.
30. Explain (a) defensive warfare (b) offensive warfare (c) flanking warfare (d) guerilla warfare with examples.

Unit V: Strategy Formulation- Corporate Strategy

31. Bring out the differences between concentric diversification and conglomerate diversification. How would you evaluate the two as strategic alternatives?
32. Compare and contrast vertical integration and conglomerate diversification strategies.
33. What are integration strategies? How are they helpful in managing growth?
34. Provide reasons for why these corporate level strategies are adopted? (a) Stability (b) expansion (c) retrenchment (d) combination
35. How can a firm use horizontal integration to expand in the same industry?
36. Discuss concentration strategy with its advantages and disadvantages.
37. Write a descriptive note on growth strategies in the Indian context.

Unit VI: Strategy Implementation

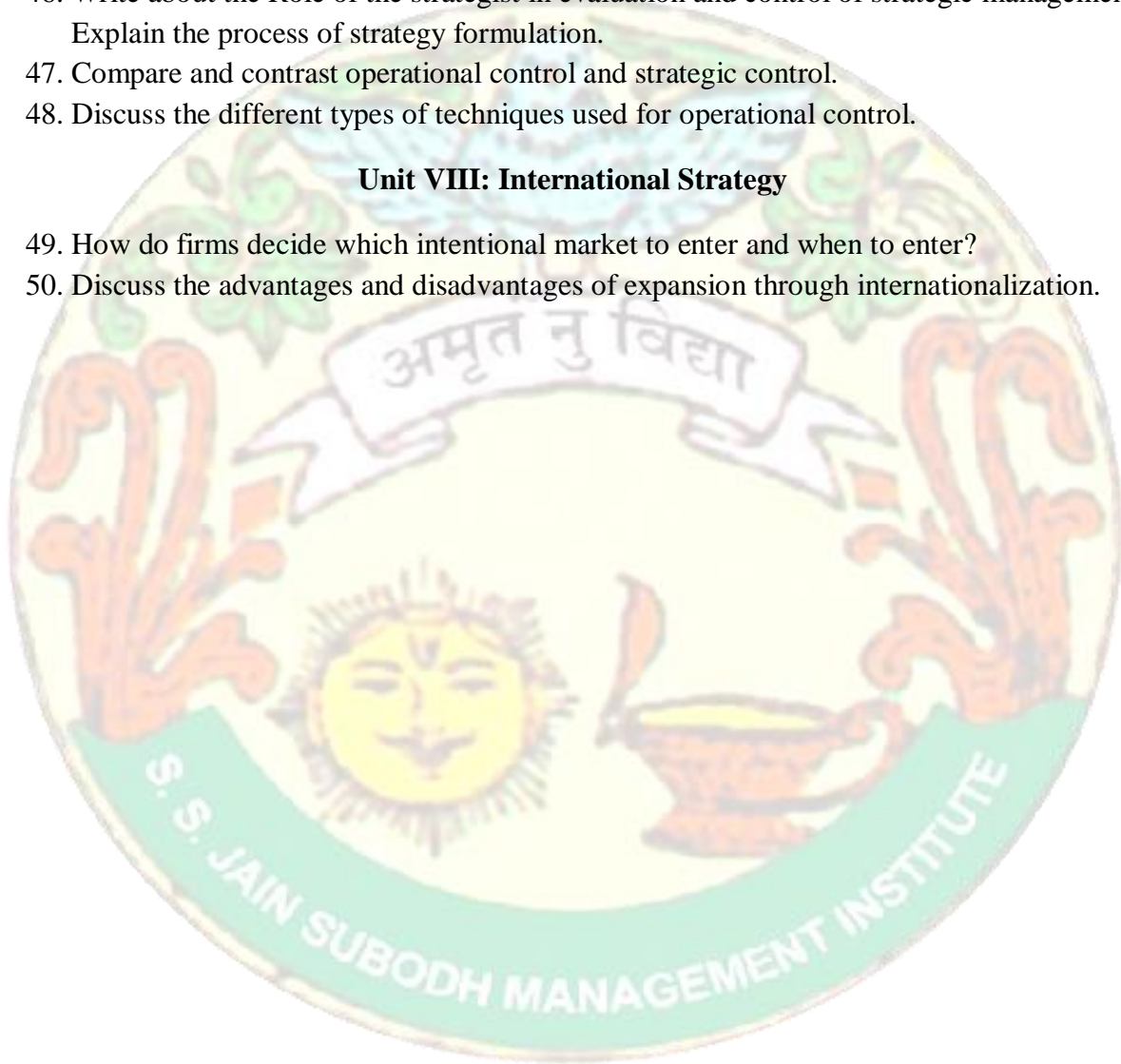
38. Discuss the steps in implementation of strategy.
39. What is "Corporate Governance"? What are its salient features? Write a brief note on significance of this concept in today's context in India.
40. What do you understand by 'resource allocation'? Explain how it is critical for the success of strategy implementation.
41. Briefly comment on the global practices with respect to corporate governance.

Unit VII: Evaluation and Control

42. Define strategic control. Explain the guidelines for effective strategic control.
43. What are the functions under strategic surveillance?
44. What is strategic control? Discuss the purpose of strategic control.
45. Explain about Strategy and Corporate Evaluation and feedback in the Indian and international context.
46. Write about the Role of the strategist in evaluation and control of strategic management.
Explain the process of strategy formulation.
47. Compare and contrast operational control and strategic control.
48. Discuss the different types of techniques used for operational control.

Unit VIII: International Strategy

49. How do firms decide which intentional market to enter and when to enter?
50. Discuss the advantages and disadvantages of expansion through internationalization.



PART C

Long-Answer Questions

Unit I: Introduction of Strategic Management

1. The strategic management process encompasses three phases-strategy formulation, implementation, and evaluation and control. Discuss.
2. 'The strategic management process applies to small and professional firms also.' Discuss with an example.
3. Explain the philosophy behind the vision statement of a firm. What are the characteristics of a vision statement and benefits of having a well-written vision statement?
4. Describe the steps involved in developing a mission statement. Analyze, with examples, the characteristics of a good mission statement.

Unit II: Environmental Scanning

5. Discuss India's natural environment especially relating to protection of natural resources and how this may impact a firm.
6. 'The emergence of Covid-19 has affected the strategies of Indian education industry to a great extent.' Explain the statement in context of Indian environment.
7. Discuss the opportunities and threats which a firm operating in the Indian cement industry faces. Support your answer with an industry analysis.
8. Discuss Porter's five forces model. How does it help managers to identify the opportunities and threats confronting a company?

Unit III: Internal Environmental Scanning

9. What do you mean by internal analysis? Describe the various tools available for internal analysis.
10. Discuss the components of value chain analysis and its significance in internal analysis.
11. Explain the different aspects of the internal environment, emphasizing the nature of their impact on the capability of an organization and competitive advantage.

Unit IV: Strategy Formulation- Business Strategy

12. Describe the different ways in which digitalization can help organizations in achieving cost leadership, differentiation and focus.
13. Identify the features of business strategies that would be appropriate under the following industry conditions: (a) Introduction (b) Growth (c) Maturity (d) Decline
14. Discuss Michael Porter's approach to defining generic competitive strategies.

Unit V: Strategy Formulation- Corporate Strategy

15. Differentiate between horizontal and vertical growth strategy. How do they differ from concentric diversification?
16. Describe the reasons why related and unrelated diversification is adopted. What are the risks involved in diversification?
17. Explain the different types of grand corporate level strategies.

Unit VI: Strategy Implementation

18. How can a feedback mechanism and control system improve strategy implementation? Explain and give reasons.
19. 'The focus of corporate governance is not just being bound by the rules but being proactive to become better corporate citizen.' Comment.

Unit VII: Evaluation and Control

20. Describe the concept of strategic control and the techniques for strategic control. How strategic control is different from Operational Control?

Unit VIII: International Strategy

21. Describe the four types of international strategies with advantages and disadvantages