



ஸ்ரீ-ல-ஸ்ரீ காசிவாசி சுவாமிநாத சுவாமிகள் கலைக் கல்லூரி
தருப்பனந்தாள் - 612504

S.K.S.S ARTS COLLEGE, THIRUPPANANDAL - 612504



QUESTION BANK

Title of the Paper

STRATEGIC MANAGEMENT

Course: II M.COM.,
Sub. Code: P16MC34
Semester: III

Prepared by



B. DHIVIAVALLI, M.Com., M.Phil.,
Assistant Professor
Department of Commerce

CORE COURSE

STRATEGIC MANAGEMENT

UNIT – I

Strategic Management – Definition – Scope – Benefits – Risks – Approaches –
Models – Strategic change – Strategic Leadership and Decision making.

UNIT – II

Situation Analysis – SWOT Analysis - Environmental Scanning and Industry analysis – Forecasting – Internal Scanning - Mission – objectives – Stakeholder Theory – Cyert and March's Behavioral Theory – Objectives of Non-Profit Organizations – Social Responsibility and Business Ethics.

UNIT – III

Strategy Formulation – Business Strategy – Corporate Strategy – Diversion Strategy –Portfolio Analysis – BCG Growth /Share matrix – Strategic choice – Development of policies – Strategic Alliances.

UNIT – IV

Strategy Implementation – Organization for action – Staffing – Strategic leadership – MBO –Total Quality Management – Functional Strategies – Growth Strategies – Diversification, Acquisition and Joint Venture – Recovery – Recession and Divestments Strategies – Management Burnout.

UNIT – V

Strategic Control and Evaluation – Establishing Strategic control – premise control – Implementation control – Strategic Surveillance – Special Alert Control – Evaluation Techniques – Managing change – Strategic issues in Managing Technology and Innovation – Strategic Effectiveness.

UNIT – I

CHOOSE THE CORRECT ANSWER

1. Strategic management is
 - a. A pure science
 - b. Based mainly on intuition
 - c. Based on organizational performance
 - d. Based on the use of quantitative and qualitative information
2. Which of the following resources is used by all organizations to achieve desired objectives?
 - a. Financial resources
 - b. Physical resources
 - c. Human resources
 - d. All of the mentioned options
3. Annual objectives
 - a. need not to be consistent
 - b. should be easily achievable
 - c. should be measurable
 - d. should be confidential
4. A strategy is a company's
 - a. Value statement
 - b. Pricing policy.
 - c. Short term objective
 - d. Long term objective
5. Large scale future oriented plans for interacting with the competitive environment to achieve company objectives refers to its
 - a. strategy
 - b. goals.
 - c. comparative analysis.
 - d. All the above.
6. Strategic issues required for which level of management decisions
 - a. Operative
 - b. Top
 - c. Front –line
 - d. Middle.
7. The immediate external environment involved in the strategy is
 - a. Divisions
 - b. Related branches
 - c. Competitors
 - d. Management.
8. The fundamental purpose for the existence of any organization is described by its
 - a. Polices
 - b. mission
 - c. procedures.
 - d. strategy

9. Which of the following is not a major element of the strategic management process?
- Formulating strategy
 - Implementing strategy
 - Evaluating the performance
 - Assigning administrative tasks.
10. When defining strategic management the most important thing to remember is that it is:
- Not as easy as you think.
 - Mainly the province of senior managers
 - A living evolving process
 - A way of
 - determine responsibilities

Answers: 1.d 2.d 3.c 4.c 5.a 6.b 7.c 8.b 9.d 10.c

SHORT QUESTIONS (2 MARKS)

- What is strategy management?
- What is business strategy?
- Define 'ETHIS'.
- What is backward integration?
- Define strategic planning.
- What is tactics?
- State any two benefits of strategic management.
- How to identify strategic risk?
- What are strategic leadership skills?
- What is strategic decision making?

PARAGRAPH QUESTIONS (5 MARKS)

- What are the basic elements of strategic management process.
- Describe the benefits of strategic management.
- Describe the scope of strategic management.
- What are the four strategies for managing risk?
- What is risk management techniques?
- What are the types of strategic change?
- Explain in detail a formal strategic planning process.
- What are the change models?
- Explain the strategic leadership types.
- Write a detailed note on strategic decision making important.

ESSAY TYPE QUESTIONS (10 MARKS)

- Explain in detail the necessity of strategic planning.
- Distinction between strategy and tactics.
- Describe about approaches and levels of strategy.
- What are the risks involved in strategic management?
- What are the four main approaches to organizational change?
- Explain the various types of risks.
- Explain the role of leadership in strategic management.
- What is the relationship between strategic management and leadership?
- Briefly explain the issues in strategic management decision making.
- Explain the various models used in strategic decision making.

UNIT – II
CHOOSE THE CORRECT ANSWER

1. The primary focus of strategic management is:
 - a. Strategic analysis
 - b. The total organizations
 - c. Strategy formulation
 - d. Strategy implementation

2. Which of the following defines position be in
 - a. Business strategy
 - b. Corporate strategy
 - c. Functional strategy
 - d. National strategy

3. Which of the following focuses on supporting the corporate and business strategy
 - a. Competitive strategy
 - b. Corporate strategy
 - c. Operational strategy
 - d. Mission strategy

4. The task of strategy choice involves:
 - a. Devolving plans and activates which will improve the organization's performance and competitive positions
 - b. Determine how the organization can be more market and efficiency oriented
 - c. Monitoring whether the organization is achieving good financial performance
 - d. Keeping the organization free of dept

5. ST Strategies is an important strategy to
 - a. Match weakness with opportunities of the firm
 - b. Overcome external threats
 - c. Obtain benefit from its resources
 - d. Overcome its weakness and reducing threats

6. ____is not part of an external audit
 - a. Analyzing competitors
 - b. Analyzing financial ratios
 - c. Analyzing available technology's
 - d. Studying the political environment

7. The acronym SWOT stands for
 - a. Special weapons for operations timeliness
 - b. Services and worldwide optimization
 - c. Worldwide overcome threats
 - d. Strengths weakness opportunities and threats

8. Which of the following is an issue considered in developing corporate strategies?
 - a. What business are we in?
 - b. What direction are we going?
 - c. What resources do we have to implement our strategies?
 - d. All the above

9. Competitive advantages can best be described as:
 - a. Increased efficiency
 - b. Intangible resources
 - c. Increased capital
 - d. Increased public relationship

10. ____ is the foundation of blue ocean strategy.
 - a. innovation
 - b. value creation
 - c. value innovation
 - d. None of the above

Answers: 1.b 2.b 3.c 4.a 5.b 6.b 7.d 8.c 9.a 10.c

SHORT QUESTIONS (2 MARKS)

11. Expand SWOT.
12. What is forecasting?
13. state the meaning of environmental scanning.
14. State the concept of situation analysis.
15. Write a short note on 'Mission'
16. What is internal scanning?
17. Define: stake holder theory.
18. Define: Cyert and march's behavioral theory.
19. Give the two examples of nonprofit organization.
20. What do meant by business Ethics?

PARAGRAPH QUESTIONS (5 MARKS)

21. Describe the various environmental analysis factors.
22. What are the methods of developing a mission statement?
23. What are the steps involved in forecasting?
24. What are the strengths in a SWOT analysis?
25. What is the internal scanning? Explain.
26. What is the main principle of stake holder theory?
27. explain the importance of industrial analysis.
28. describe the types of environmental scanning.
29. Why do non-profit organization need strategic plan?
30. Explain 'responsibilities and business ethics:

ESSAY TYPE QUESTIONS (10 MARKS)

31. Explain about SWOT analysis.
32. Explain the purpose of situation analysis.
33. What are the nine components of a mission statement?
34. What is the strategic importance of forecasting?
35. Briefly explain 'cyert and march's' behavioral theory.
36. Describe the factors of industry analysis.
37. What is internal and external analysis in strategic management? Explain.
38. What are the challenges of non-profit organizations?
39. Elaborate the impact of strategy formulation on non- profit organizations.
40. Critically analyze like social responsibilities of business in India.

UNIT – III
CHOOSE THE CORRECT ANSWER

1. Strategic management involves the ____, directing ____, and controlling of a company's strategy related decisions and actions:
 - a. Financing, marketing
 - b. Planning, leadership
 - c. Planning, organizing
 - d. Marketing, coordinating

2. What can be defined as the art and science of formulating, implementation and evaluating cross – functional decisions that enable an organization to achieve its objectives?
 - a. Strategy formulation
 - b. Strategy evaluations
 - a. Strategy leading
 - b. Strategic management

3. Which leads individuals are irresponsible for the success and failure of an organization?
 - a. Emotions.
 - b. Sagas
 - c. Symbols
 - d. Rites

4. Which of the following is not a stage of strategy formulation techniques?
 - a. Formulation framework
 - b. Matching stage
 - c. External factor evaluation
 - d. Decision stage

5. Strategy formulation concepts and tools
 - a. Do not differ greatly for different size and type of organizations
 - b. Differ greatly for different size and type of organizations
 - c. Do not differ greatly for different size and type of organizations but differ in small and large organizations
 - d. None of the mentioned options

6. Annual objectives
 - a. Need not to be consistent
 - b. Should be easily achievable
 - c. Should be measurable
 - d. all of the above

7. Strategic management process activates in the sequence of __
 - a. Environmental scanning
 - b. Strategy formulation
 - c. Implementation, control and evaluation
 - d. all of the above

8. KAPKAL powers interested to achieve 10% return on equity in their core electric utility, 14% ROE on water resource operations, 15% ROE on support business it is
 - a. Mission
 - b. Strategy

- c. Objective
 - d. Policy
9. Typically, how many strategic decision levels are in the corporate decision-making hierarchy
 - a. 3
 - b. 4
 - c. 2
 - d. 1
 10. External assessment is performed in phase
 - a. Strategy formulation stage
 - b. Implementation stage
 - c. Evaluation stage
 - d. Forecasting stage

Answers: 1.c 2.d 3.a 4.b 5.a 6.c 7.d 8.c 9.a 10.a

SHORT QUESTIONS (2 MARKS)

11. What do you mean by CSR?
12. Define strategic formulation?
13. Define business strategy.
14. Define portfolio analysis.
15. Write a short note on BCG growth?
16. Write a short note strategic choice.
17. What is diversion strategy?
18. Define the policies of development?
19. What is strategic alliance?
20. State the meaning of acquisition strategy.

PARAGRAPH QUESTIONS (5 MARKS)

21. Describe the main objectives of strategic formulation.
22. Why SBU concept is used for portfolio analysis?
23. Explain the purpose of business strategy.
24. Discuss "Is diversification a good strategy"
25. What is corporate governance? Explain.
26. Explain the concept of strategic thinking.
27. Describe the components of BCG matrix with illustration.
28. What are the elements of strategic choice?
29. Explain the importance of development polices.
30. What are the types of strategic alliance?

ESSAY TYPE QUESTIONS (10 MARKS)

31. Narrate the benefits of differentiation strategies.
32. Explain the importance of business strategy.
33. What is portfolio analysis explain the components of portfolio analysis?
34. Distinguish between related and unrelated diversification.
35. "Corporate governance is not suitable for Indian business environment "--
Discuss
36. Establish a relationship between 'strategic directions 'and 'vision' of a company
37. Discuss the significance of BCG growth /share matrix
38. What is the relationship between strategic intentions strategic choice and strategy formulation?
39. Write a detail note of functional strategy?
40. Briefly explain when to adopt growth strategy.

UNIT – IV

CHOOSE THE CORRECT ANSWER

1. Strategy is developed by the visionary chief executive in _____ mode of strategic management
 - a. Planning
 - b. Adaptive
 - c. Entrepreneurial
 - d. Strategic
2. Stability strategy is a _____ strategy
 - a. Corporate level
 - b. Business level
 - c. Functional level
 - d. Strategic level
3. A possible and desirable future state of an organization is called
 - a. Mission
 - b. vision
 - c. implementation
 - d. Formulation
4. Buying another company by one company means
 - a. Joint venture
 - b. acquisition
 - c. amalgamation
 - d. merger
5. Selling all of a company's assets in parts for their tangible worth is called
 - a. diversification
 - b. integration
 - c. liquidation
 - d. All the above
6. The word tactics is most likely to be associated with
 - a. Business strategy
 - b. Corporate strategy
 - c. Operational strategy
 - d. All of the above
7. The reasons for diversification is
 - a. To reduce competition
 - b. To increase organizational capabilities
 - c. To get tax advantages
 - d. To get quickly entry into a business
8. The primary benefit brought from restructuring is
 - a. Cost reduction
 - b. Increased morale
 - c. Increased reduction
 - d. Employee involvement

9. Divestment what kind of strategy?
- A cost reduction strategy
 - A price reduction strategy
 - A product reduction strategy
 - An asset reduction strategy
10. A joint venture can be defined as
- Primary Actives
 - Support Actives
 - Internal Actives
 - None of the above

Answers: 1.c 2.a 3.b 4.b 5.c 6.c 7.b 8.a 9.d 10.b

SHORT QUESTIONS (2 MARKS)

- Define 'strategy implementation'.
- What is organization for action?
- Define 'staffing'.
- Define 'strategic leadership'.
- What is MBO?
- What are the two important benefits of TQM?
- What is functional strategies?
- Write a short note on recovery'?
- Define 'Diversification'.
- What is management burn out?

PARAGRAPH QUESTIONS (5 MARKS)

- Describe the benefits of strategy implementation.
- Enumerate the importance of MBO.
- Explain the role of leadership in strategy implementation.
- Briefly explain when to adopt functional strategies.
- Write a detailed notes on Total quality management
- What are the planning systems for implementation of strategy?
- Explain the importance of diversification.
- Describe recession and divestment of strategies.
- Discuss the main objective of joint venture.
- What is the specific symptoms management Burnout?

ESSAY TYPE QUESTIONS (10 MARKS)

- What are the types of strategies that you learnt from strategic management?
- What is procedural implementation? Explain.
- Explain the precautions to be taken in resource allocation under strategic management.
- "Resource allocation as a vital part of strategy "why this vital?
- Difference between horizontal and vertical growth strategy. How do they differ from concentric diversification?
- Discuss the steps in implementation of strategy.
- Bring out the differences between concentric diversification and conglomerate diversification.
- Indicate the main factors causing unsuccessful implementation.
- Explain the types of Joint venture.
- Explain the nature and purpose of staffing.

UNIT – V

CHOOSE THE CORRECT ANSWER

1. Which of these is/are a basic activity of strategy evaluation?
 - a. Reviewing the underlying internal and external factors that represent the bases of current strategies
 - b. Measuring organizational performance
 - c. Taking corrective actions
 - d. All of the above
2. What is happening to strategy evaluation the passage of time?
 - a. Increasingly difficult
 - b. Much simpler
 - c. Very convenient
 - d. Less important
3. They have time based utility
 - a. Goals
 - b. resources
 - c. both A and B
 - d. none of the above
4. Change in company's ___gives rise to problems necessitating a new_ to be made.
 - a. Structure, strategy
 - b. Strategy; structure
 - c. Evaluation; strategy
 - d. Implementation, strategy
5. Harvest strategy is used for
 - a. doges
 - b. question mark
 - c. both A and B
 - d. None of the above
6. Attack strategies are
 - a. Frontal attack
 - b. Flank attack
 - c. Encirclement attack
 - d. All of the above
7. ___and greater accountability replace formal control
 - a. Self - discipline
 - b. Self appraisal
 - c. Thoughts
 - d. Situation
8. Strategy evaluation at the___level involves using specific performance measures qualitative and quantitative –for each functional area.
 - a. Organizational
 - b. Operational
 - c. Functional
 - d. Production

9. What is the central purpose of strategic evaluation?
 - a. Evaluate effectiveness of strategy to achieve organizational objectives
 - b. Evaluate effectiveness of strategy to achieve organizational behavior
 - c. Evaluate effectiveness of strategy to achieve organizational implementation
 - d. Evaluate effectiveness of strategy to achieve organizational formulation

10. Identifying and evaluating key is
 - a. Social
 - b. political
 - c. economic
 - d. All of the above

Answers: 1.d 2.a 3.c 4.b 5.c 6.d 7.a 8.c 9.a 10.d

SHORT QUESTIONS (2 MARKS)

11. What do you mean by special alert control?
12. What is premise control?
13. Bring out the concept of strategic control.
14. Define "strategic surveillance".
15. What is implementation and control?
16. Define "Technology".
17. Define "Innovation".
18. What is control techniques?
19. What is strategy effectiveness?
20. Define: Evaluation".

PARAGRAPH QUESTIONS (5 MARKS)

21. State the features of strategic issues.
22. What are importance of strategic control?
23. Bring out the main issues involved in Technology Strategy.
24. What is main causes of strategic evaluation?
25. Explain corporate culture.
26. What is technology research and how does it differ from market research?
27. Explain the different types of strategic control.
28. Explain the different stages of technology life cycle.
29. Indicate the main factors causing unsuccessful implementation of strategy
30. What are guidelines for objective setting?

ESSAY TYPE QUESTIONS (10 MARKS)

31. Discuss the most appropriate methodology for evaluation of strategy.
32. Briefly explain diversification strategy.
33. List out the types of diversification strategies.
34. Compare and contrast vertical integration and conglomerate diversification strategies.
35. Explain the guidelines for effective strategic control.
36. What are the functions under strategic surveillance?
37. What is strategic control? Discuss the purpose of strategic control.
38. Write a short note on:
 - a) Transactional versus transformational leaders
 - b) Strategic audit
 - c) Technology transfer
39. Explain strategic issues in managing technology and innovation
40. Briefly discuss about special alert control.