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**PRESIDENCY UNIVERSITY
BENGALURU**

**SCHOOL OF MANAGEMENT
MAKE-UP EXAMINATION - SEP 2023**

Course Code : MGT162
Course Name : MGT162 - Strategic Management
Program : BBA Aviation Management

Date : 30-SEP-2023
Time : 1.00PM - 1.00PM
Max Marks : 100
Weightage : 50%

Instructions:

- (i) Read all questions carefully and answer accordingly.
- (ii) Question paper consists of 3 parts.
- (iii) Scientific and non-programmable calculator are permitted.
- (iv) Do not write any information on the question paper other than Roll Number.

PART A

ANSWER ALL THE FOLLOWING QUESTIONS

10 X 2 = 20M

1. An ABC company is in the process of monitoring and assessing its organisation's internal environment to identify strengths and weaknesses that may influence the company's ability to achieve goals and build strategy formulas to combat the competition suitably relate to,
- a) Environmental Appraisal
 - b) Organizational appraisal
 - c) Activation of strategy
 - d) Setting up strategic intent

(CO1) [Knowledge]

2. Match the following;

List-I (Elements of SWOT)	List II (Concepts)
(A) Stren	1. Shortage of Fu
(B) Weakness	2. Cos Advantage
(C) Opportun	3. Sound Capital Structu
(D) Threat	4. Cu Throat Competition
	5. Busine

- a) (A) (B) (C) (D)
1 2 3 4
- b) (A) (B) (C) (D)
3 1 4 2
- c) (A) (B) (C) (D)
4 3 2 1
- d) (A) (B) (C) (D)
3 1 2 4

(CO2) [Knowledge]

3. A strategy of seeking ownership of or increased control over a firm's competitors (CO3) [Knowledge]
- a) Forward integration
 - b) Backward integration
 - c) Horizontal Integration
 - d) All of the above
4. Producing a _____ reduces the quantity of defective product. (CO3) [Knowledge]
- a) Cost of Sales
 - b) Advantage of Profit
 - c) Cost of Production
 - d) Quality of Product
5. The span of management represents to the no. of subordinates who can be managed efficiently by a superior. Simply manager has a group of subordinates who report to him directly, out of the following which one refers to the systematic effort to delegate the lowest levels of all authority except that which can only be exercised at a central point. (CO4) [Knowledge]
- a) Decentralization
 - b) Centralization
 - c) Span of management
 - d) Exercising authority
6. Functional and product forms are combined simultaneously at the same level of the organization. Employees have two superiors, a product or project manager, and a functional manager which of the following relates best to which type of structure (CO3) [Comprehension]
- a) Functional structure
 - b) SBU's
 - c) Divisional structure
 - d) Matric Structure
7. ABC Company gives one manager in each of three departments (Marketing, Engineering, and Production) the responsibility of coordinating with each other. What they have established is called (CO4) [Comprehension]
- a) a matrix structure
 - b) direct contact
 - c) liaisons
 - d) a task force
 - e) a product structure
8. Organizational structure is made up of key elements. Which of the following is not one of those elements? (CO5) [Comprehension]
- a) Centralization
 - b) Coordination
 - c) Decentralization
 - d) Chain of command
 - e) Span of control

9. McDonalds is deciding whether to expand into manufacturing kitchen equipment in China. At what level is this decision healthy?
a) Business (CO5) [Comprehension]
b) Corporate
c) Functional
d) International
e) Market structure
10. Procter & Gamble is organized into groups including Folger's, Tide and Crest. The type of departmentalization is
a) product (CO5) [Comprehension]
b) style
c) functional
d) process

PART B

ANSWER ALL THE FOLLOWING QUESTIONS

4 X 10 = 40M

11. Structure alone cannot solve the problem of how to coordinate resource allocation, incentives, & actions across large organizations." The specific Framework developed by McKensy is based on the concept that any strategy, in order to be successfully implemented, must fit with the culture of the organization. The model posits that organizations are successful when they achieve an integrated harmony between soft and hard skills. Discuss
(CO3) [Comprehension]
12. A gap analysis for your organization is actually quite simple. This approach to strategic planning offers a structured and meaningful way to assess your goals, process includes assessing the internal performance of business functions to determine whether goals or objectives are being met and, if not, creating a series of actions that will bridge the identified gap. Gap analysis is a business assessment methodology. It can be defined as a process that compares actual performance or results with what was expected or desired. While preparing a **strategic plan** and prioritizing resources what are the strategic plan elements briefly mentioned?
(CO4) [Comprehension]
13. Competencies are skills that enable a business to deliver fundamental benefits. In other words: what causes the customer to choose one product over another? Capabilities are considered as the core if they differentiate a company strategically. A core competency guides a company in recombining its competencies in response to demands from the environment. Prahalad and Hamel suggested factors to help identify core competencies. Briefly explain with an example.
(CO5) [Comprehension]
14. A number of strategic options and the framework are designed to help and support the organization the potential direction to decide and move ahead in the business. Company XYZ has a strong competitive position and there is strong market growth according to the Grand strategy matrix tools the company should adopt which type of strategies to discuss in detail the various strategies XYZ company will go ahead with, A number of strategic options and the framework are designed to help and support the organization the potential direction to decide and move ahead in the business.
(CO5) [Comprehension]

PART C

ANSWER ALL THE FOLLOWING QUESTIONS

2 X 20 = 40M

15. Successful, large conglomerate organizations have a tendency to follow a pattern of structural development as they grow and expand. A new strategy may require more flexible characteristics than the traditional functional or divisional structure can offer. In Today's business organizations are becoming less centralized with a greater use of cross-functional work teams. Which type of advance Structures are suitable in such type of organization, explain with comprehension.

(CO4) [Comprehension]

16. In most processes, the ability to control close to the desired set point and minimize variability has a significant impact on costs. If the set point needs to be raised to ensure that a minimum value is met due to variability, the amount that the set point is raised over the desired value often result in wasted resources. The different types of strategic control show how to control and manage a strategy's implementation and outcome by adapting to internally and externally changing factors. Strategic control is a method to manage and execute a strategic plan. With example discuss the types of controlling the strategy.

(CO5) [Application]