

**ANURAG GROUP OF INSTITUTIONS**  
Venkatapur (V), Ghatkesar (M), R.R. Dist

**SCHOOL OF BUSINESS MANAGEMENT**

**SUB: STRATEGIC MANAGEMENT**

**TEACHING PLAN**

S.NO	Topic	No. of Classes	References
	<b>Unit I</b>		
1	Introduction	1	Hitt & Ireland and Manikutty : Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2012 2. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009. 3. Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2009. 4. Adrian and Alisan-Strategic Management: Theory & Application, Oxford University Press, 2010. 5. P.Subbarao: Business Policy and Strategic management, Himalaya, 2e, 2012s
2	Concepts in Strategic Management	1	
3	Strategic Management Process	1	
4	Developing a Strategic Vision, Mission, Objectives, Policies	2	
5	Factors that Shape a Company's Strategy	1	
6	Environmental Scanning, Industry and Competitive Analysis, Methods	2	
7	Evaluating Company Resources and Competitive Capabilities, SWOT analysis	1	
8	Value Chain Analysis and Competitive advantage	1	
9	Case and review	2	
10	Total	12	
<b>11</b>	<b>Unit II: Tools and Techniques for Strategic Analysis</b>		
12	Porter's Five Force Model	1	
13	BCG matrix	1	
14	GE Model, TOWS Matrix	1	
15	IE Matrix	1	
16	Experience Curve, Generic Strategies	1	
17	Model of Competitive Rivalry,	1	
18	Strategy Formulation, Types of Strategies – Offensive strategy, Defensive Strategy, Exit and Entry Barriers	3	
19	Tailoring Strategy to Fit Specific Industry and Company Situations	3	
20	Case and Review	2	
21	Total	14	
<b>22</b>	<b>Unit III: Strategy Implementation</b>		
23	Strategic Leadership	2	
24	Functions of Leadership	1	
25	Culture Change	1	
26	Operationalizing and Institutionalizing Strategy	3	
27	Global Strategies, Global Expansion Strategies	3	

	and Entry Strategies, Cost and Risks	
28	Case and Review	2
29	Total	12
<b>30</b>	<b>Unit IV:</b>	
31	Corporate strategies	1
32	Turnaround strategy	1
33	Strategies for mergers and acquisitions, takeovers and joint ventures	2
34	Diversification Strategy, reasons, types	3
35	Core competence, strategies and competitive advantage in diversified companies and its evaluation	3
36	Cases and Review	2
37	Total	12
38	<b>Unit V: Strategy evaluation and control</b>	
39	Establishing Strategic Controls - Techniques	2
40	Role of the Strategist, Using Qualitative and Quantitative Benchmarking to Evaluate Performance,	2
41	Strategic Information Systems,	1
42	Problems in Measuring Performance, Guidelines for Proper Control, Strategic Surveillance, Strategic Audit, Strategy and Corporate Evaluation and Feedback in the Indian and International context.	5
43	Cases and Review	2
44	Total	12
45	<b>Grand Total</b>	<b>62</b>

Sub: STRATEGIC MANAGEMENT (2015-17)  
Vandana

YEAR –II/I Faculty: Mrs. V. Vishnu

**Subject Code: R12E21MB03**

**ANURAG GROUP OF INSTITUTIONS**

**(Autonomous)**

**School of Business Management**

**II-M.B.A-I-Semester Supplementary Examinations, AUGUST - 2015**

**Subject: STRATEGIC MANAGEMENT**

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

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**Section – A (Short Answer type questions) (10X2=20 Marks)**

Answer all questions, each question carry equal marks.

1. Strategic Vision
2. Diversification strategy
3. Joint ventures
4. Bench marking
5. Objectives and policies
6. Core competence
7. Competitive advantage
8. Offensive strategy
9. Grand strategy matrix
10. Strategic audit.

**Section – B (Essay Type Questions)**

Answer all the questions. 5x8=40 marks

11. A) What is strategic management? Describe the steps involved in strategic management process.

**OR**

B) Critically examine the concepts of SWOT analysis and Value chain analysis.

12. A) Give a brief touch about various tools and techniques confront the strategist while doing strategic analysis.

**OR**

B) Is it possible for any company or business unit to follow the porter's five force model? Why or why not in what way?

13. A) Explain why strategy implementation is more difficult than strategy formulation? What is the role of leader and strategist in implementation of strategy?

**Or**

B) Describe the Strategies for competing in Global markets and internet economy.

P.T.O

14. A) Define merger and acquisition. State the reasons why companies go for merger and acquisition?

**OR**

B) What is diversification strategy? Discuss various types of diversification strategies. Explain why firms go for diversification?

15. A) Describe a practical framework for strategy evaluation and control.

**OR**

B) What is a strategic information system? Explain how computers can aid in evaluating strategy?

**Subject Code: R12E21MB04**

**ANURAG GROUP OF INSTITUTIONS**

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**School of Business Management**

**II-M.B.A-I-Semester End Examinations, Feb / March - 2015**

**Subject: STRATEGIC MANAGEMENT**

**Time: 3 Hours**

**Max.Marks:60**

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**Section – A** (Short Answer type questions)

(10X2=20

Marks)

Answer all questions, each question carry equal marks.

1. Define Mission and Vision
2. Environmental Scanning
3. TOWS matrix
4. Generic Strategies
5. Leadership styles
6. Strategy implementation
7. Diversification
8. Merger & Take over
9. Strategic surveillance
10. Benchmarking

**Section – B (Essay Type Questions)**

Answer all the questions.

**5x8=40**

**marks**

11. a) Explain the strategic management process and stages involved.

**Or**

b) Explain in detail about SWOT Analysis

12. a) Briefly describe the concept of Michael porter five competitive forces

**Or**

b) Explain the concept of BCG Matrix.

13. a) What are the Strategies used by an organization for competing in Global markets

**Or**

b) Discuss the impact of Organizational culture and Organizational values on strategy implementation

14. a) Explain briefly about Mergers, Acquisitions, Takeover and Joint venture

**Or**

b) Explain the following

(i) Diversification strategies

(ii) Turn around strategies

15. a) Explain about strategic evaluation and control

**Or**

b) How do you measure strategic performance and what are the problems faced in measuring performance.

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**STRATEGIC MANAGEMENT**

**MODEL QUESTION PAPER 1**

**Short Answer Questions:**

**5x4=20marks**

1. Define Strategy
2. Strategies for weak industries
3. Costs and risks of global expansion
4. Types of diversification
5. Strategic control

**Essay Type questions:  
marks**

**5x8=40**

1. Briefly explain various phases of strategy formulation process.

Or

What is value chain analysis? What does the firm gain when it successfully uses this tool?

2. Explain about any two tools for analysis of strategies in organizations

or

Briefly describe different types of strategies. Differentiate between offensive and defensive strategies.

3. Briefly explain the steps in leading the strategy execution process.

Or

What five modes of international expansion are available, and what is the normal sequence of their use?

4. What are the four business level cooperative strategies and the differences among them?

1Or

What are the seven primary problems that affect a firm's efforts to successfully use an acquisition strategy

5. What are the techniques of evaluating performance and what are the guidelines for proper strategic control?

Or

What is strategic audit. Explain the concept of strategic evaluation and feedback .

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**MODEL QUESTION PAPER II**

Short Answer Questions:

5x4=20marks

1. Define strategic management
2. BCG matrix
3. Strategic Leadership
4. Turnaround strategy
5. Strategic audit

Essay Type questions:

5x8=40 marks

- 6 Explain why environmental analysis is necessary in strategic management.

OR

Write a brief note on a. Vision b. Mission. C. Objectives d. Strategies

- 7 What are the strategies for competing in a. maturing industries b. fragmented industries.

Or

How do five forces of competition in an industry affect its profit potential.

- 8 Discuss the importance of creating a proper culture in the organization and the describe the steps involved in the process to change the problem culture of an organization.

Or

What are the traditional and emerging motives that cause firms to expand internationally?

- 9 What is corporate level strategy? Why is it important to the diversified firm?

Or

Explain different types of diversification strategies offered to organizations and the reasons for choosing them.

- 10 What does it mean to say that ownership is separated from managerial control in the modern corporation? Discuss

Or

Discuss the role of the strategist in evaluating strategic performance. What are the techniques to evaluate performance.

## STRATEGIC MANAGEMENT

### UNIT WISE IMPORTANT QUESTIONS:

#### UNIT I:

#### SHORT ANSWER QUESTIONS

1. Define Strategy
2. Define strategic management
3. Vision and mission
4. Environmental scanning
5. SWOT
6. Value chain analysis
7. Strategy formulation process
8. Components of strategic formulation of process

#### ESSAY TYPE QUESTIONS:

6. Briefly explain various phases of strategy formulation process.
7. Explain why environmental analysis is necessary in strategic management.
8. Write in detail about SWOT analysis.
9. What is value chain analysis? What does the firm gain when it successfully uses this tool?
10. What are the six segments of the general environment? Explain the differences among them.
11. Write a brief note on a. Vision b. Mission. C. Objectives d. Strategies

#### Unit II

##### Short Answer questions

1. Porters five force model
2. BCG matrix
3. GE Matrix
4. TOWS matrix
5. IE Matrix
6. Experience curve
7. Offensive strategy
8. Defensive strategy
9. Exit and entry barriers
10. Strategies for leading industry
11. Strategies for weak industries

12. Strategies for mature industries
13. Strategies for growing industries
14. Strategies for highly turbulent industries

#### Essay type questions

1. Explain about any two tools for analysis of strategies in organizations.
2. How do five forces of competition in an industry affect its profit potential.
3. What is BCG matrix and how is it used to organizational analysis?
4. Briefly describe different types of strategies. Differentiate between offensive and defensive strategies.
5. What are the strategies and challenges in fast changing markets?
6. What are the strategies for competing in a. maturing industries b. fragmented industries.

#### Unit III:

##### Short Answer questions:

1. Strategic Leadership
2. Culture change
3. Operationalizing strategy
4. Global expansion strategies
5. Costs and risks of global expansion

##### Essay type questions:

1. Briefly explain the steps in leading the strategy execution process.
2. Discuss the importance of creating a proper culture in the organization and the describe the steps involved in the process to change the problem culture of an organization.
3. Good leadership and policies institutionalization are key for successful strategy execution. Comment
4. A company's core values and ethical principles positively impact the corporate culture. Elaborate.
5. What are the traditional and emerging motives that cause firms to expand internationally?
6. What five modes of international expansion are available, and what is the normal sequence of their use?
7. Explain the costs and risks involved in the global expansion strategies.

#### Unit IV

##### Short Answer Questions:

1. Turnaround strategy
2. Merger and Acquisition
3. Diversification
4. Reasons for diversification
5. Types of diversification
6. Core competence
7. Strategic advantages in diversified firms.



Essay

type

questions:

1. What is corporate level strategy? Why is it important to the diversified firm?
2. What incentives and resources encourage diversification? Discuss
3. What is the restructuring strategy and what are its common forms?
4. What are the seven primary problems that affect a firm's efforts to successfully use an acquisition strategy.
5. What are the four business level cooperative strategies and the differences among them?
6. Explain different types of diversification strategies offered to organizations and the reasons for choosing them.

Unit V:

Short Answer questions:

1. Strategic control
2. Benchmarking
3. Strategic information systems
4. Strategic audit
5. Strategy evaluation and feedback

Essay type questions:

1. What is corporate governance? Why is governance necessary to control manager's decisions?
2. What does it mean to say that ownership is separated from managerial control in the modern corporation? Discuss.
3. What are the problems faced in evaluating performance and how does the organization maintain proper strategic control.
4. Explain the concept of strategic evaluation and feedback in the Indian and international context.
5. Discuss the role of the strategist in evaluating strategic performance. What are the techniques to evaluate performance.
6. What are the techniques of evaluating performance and what are the guidelines for proper strategic control?

Chapter wise Cases and caselets

1. Hitt, Ireland, Hoskisson, Strategic Management, India Edition, Thomson
2. Arthur A Thompson Jr, A J Strickland III, John E Gamble and Arun K Jain, Crafting and Executing Strategy, Concepts and cases, MCGraw Hill Companie, 14 edition

