

2013

[This question paper contains 2 printed pages.]

Sr. No. of Question Paper : 1649

Roll No.....

Unique Paper Code : 101631

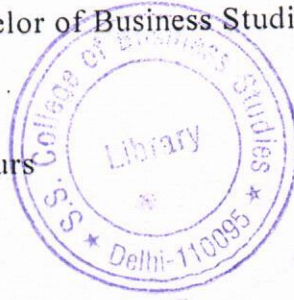
Name of the Paper : Business Policy & Strategy

Name of the Course : Bachelor of Business Studies

Semester : VI

Duration : 3 Hours

Maximum Marks : 75



Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt **all** questions.

1. Define Strategic Management. Describe how strategic decisions differ from other decisions that managers make. Sequentially list and explain the components of a comprehensive model of strategic decision making. (8)

2. Mission statements vary widely from one company to another. Why is one mission statement better than another? Develop a criterion for evaluating a mission statement and then evaluate the following mission statement of Tata Steel Limited :

“Tata Steel strives to strengthen India’s industrial base through the effective utilisation of staff and materials. The means envisaged to achieve this are high technology and productivity, consistent with modern management practices. Tata Steel recognises that while honesty and integrity are the essential ingredients of a strong and stable enterprise, profitability provides the main spark for economic activity. Overall, the company seeks to scale the heights of excellence in all that it does in an atmosphere free from fear, and thereby reaffirms its faith in democratic values.” (10)

3. Answer the following with respect to IT Industry/Automobile Industry :

(i) Define environmental analysis. Discuss components of a company’s external environment. (5)

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- (ii) Discuss Porter's five force's model. (5)
- (iii) Generate a hypothetical SWOT Matrix for the same. (5)
4. Distinguish between any **THREE** of the following pairs of grand strategies and also explain the suitability of each with examples :
- (i) Horizontal & Vertical integration
 - (ii) Conglomerate & Concentric diversification
 - (iii) Product Development & Innovation
 - (iv) Goals v/s Objectives (3×4)
5. Describe and illustrate the four types of Strategic Control. Distinguish between strategic & operational control. (10)
6. "Focussing on alternatives could be done by visualising the future state and working backwards." In light of the above statement, explain the importance of Gap Analysis. (10)
7. Explain the relevance of the following in strategic analysis and choice :
- (i) GE Nine-cell Matrix
 - (ii) BCG (2×5)