

**BBA FOURTH YEAR SEVENTH SEMESTER EXAMINATION, 2016**  
**STRATEGIC MANAGEMENT**

**Subject Code : 4104**

**Examination Code : 607**

Time—3 hours

Full marks—70

*[N.B.—The figures in the right margin indicate full marks.]*

**Part A—Short Questions**

(Answer any **five** questions)

Marks—6×5=30

Marks

- |    |   |   |
|----|---|---|
| 1. | (a) Define strategic planning with a suitable example.  | 2 |
|    | (b) "Strategy making is partly proactive and partly reactive."—Do you agree with the statement? Give arguments in favour of your opinion. | 4 |
| 2. | (a) Describe the forces for driving industry competitions according to Michael Porter's Model.  | 4 |
|    | (b) Why should objectives be smart?   | 2 |
| 3. | (a) What is goal?   | 2 |
|    | (b) What are the differences between vision and mission?  | 4 |
| 4. | (a) Who are stakeholders?   | 2 |
|    | (b) How do the capital market, product market and organizational stakeholders influence organizations?                                    | 4 |
| 5. | (a) What is management by objectives?   | 2 |
|    | (b) What are the tools for allocating resources of a business organization?   | 4 |
| 6. | (a) What is linking budget to strategy implementation?  | 2 |
|    | (b) Describe the policies for creating internal support for strategy implementation.  | 4 |
| 7. | (a) What are the technology related KSFs (Key Success Factors)?   | 2 |
|    | (b) Discuss the global market entry strategies.   | 4 |

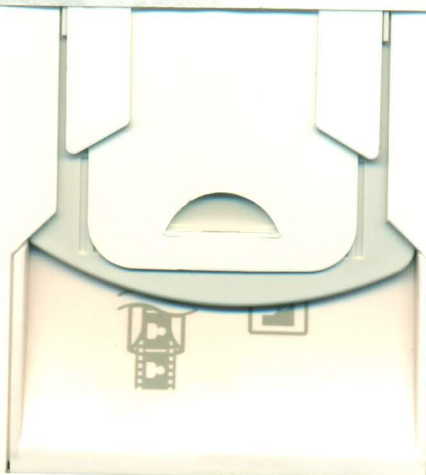
**Part B—Broad Questions**

(Answer any **four** questions)

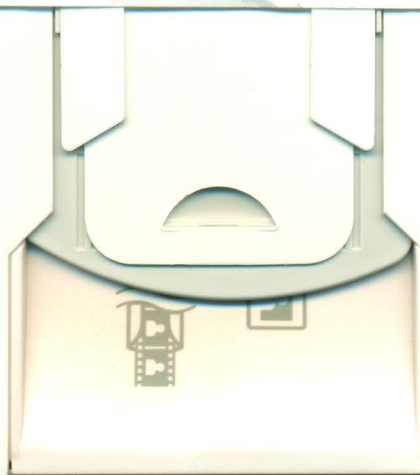
Marks—10×4=40

- |    |  |   |
|----|--|---|
| 8. | (a) What do you mean by Strategic Management?                      | 2 |
|    | (b) Describe the relationship between strategy and strategic plan. | 3 |
|    | (c) Discuss the basic elements of Strategic Management.            | 5 |

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	Marks
9. (a) Why Strategic Management is a process, not an event? Explain.	2
(b) What are the distinct levels of strategy managers in diversified companies?	3
(c) Describe the managerial tasks for strategy-making and strategy implementing process in a large company.	5
10. (a) What is strategic analysis?	2
(b) What are the causes of environmental analysis?	3
(c) Suggest the guidelines for effective competitive analysis for a MNC.	5
11. (a) What is business-level strategy?	2
(b) How can each one of the business-level strategies be used to position the firm relative to the forces of competition in a way that helps the firm earn above-average returns?	4
(c) What are the specific risks associated with using each business-level strategy?	4
12. (a) Briefly discuss a SWOT analysis of Unilever Bangladesh Limited.	5
(b) Explain the Industry Life Cycle in an industry.	5
13. (a) Suppose your company is operating its business in the Pharmaceutical Industry. What should be the key success factors in this industry?	5
(b) How do resources, competencies and capabilities shape a company's strategy?	5





## BBA FOURTH YEAR SEVENTH SEMESTER EXAMINATION, 2015

## STRATEGIC MANAGEMENT

Subject Code : 4104

Examination Code : 607

Time—3 hours

Full marks—70

*[N.B.—The figures in the right margin indicate full marks.]***Part A—Short Questions**(Answer any **five** questions)

Marks—6×5=30

		Marks
✓ 1.	(a) What is value chain? Show the value chain and explain the elements in brief.	4
	(b) Compare between firm value chain and industry value.	2
2.	(a) "Corporate planning is not synonymous with long range planning."—Why? Discuss.	3
	(b) How does special alert control reconsider the firm's basic strategy based on a sudden, unexpected event?	3
✓ 3.	(a) Define stakeholder. Who are the stakeholders of a hospital operating in Bangladesh?	3
	(b) What is strategic alliance? What are the potential gains of forming strategic alliance?	3
✓ 4.	(a) Why is important to integrate R & D into corporate strategy?	2
	(b) Briefly discuss the <u>factors</u> which should be taken into consideration if the <u>innovation process</u> is to be managed successfully. Explain giving examples.	4
5.	(a) "The different market structures have different viewpoints with respect to competition". Explain the statement with respect to the market structures and sustainable competitive advantage.	3
	(b) "Implementing a strategy successfully depends on selecting the right combination of organizational structure, control system and culture."—Explain in brief.	3
✓ 6.	(a) Define strategic leadership with example.	2
	(b) What are the characteristics of strong and weak culture companies? Depict in brief.	4
✓ 7.	<u>When developing and implementing strategy, how does organization effectively balance short and long-term priorities?</u>	6

inbound logistic → Process → outbound logi → *[Please turn over]* marketing pro → sales



### Part B—Broad Questions

(Answer any four questions)

Marks—10×4=40

Marks

8. (a) "Vision and mission statements are also very helpful in having members who are focused and bound together in common purpose."—Do you agree with the statement or not? Explain. 4
- (b) Make a comparison among the four levels of strategies adopted by business organizations. 3
- (c) How does the mission statement delineate in broad terms what products or services the firm is to offer? 3
9. (a) Driving forces are the major underlying causes of changing industry and competitive conditions. Elucidate the statement. 4
- (b) Why it is essential to identify KSFs, as they are good cornerstones of a firm's strategy? 3
- (c) Differentiating one's product offerings from rivals' products is striving to build customer loyalty."—Enlighten on statement. 3
10. (a) Define strategic management. Graphically show the strategic management process and explain the steps. 5
- (b) Strategic planning has become increasingly important due to a number of environmental changes. Mention the key environmental changes in this regard and specify how those changes influence strategic planning. 5
11. (a) If a firm selects low cost strategy, does it imply that the firm is compromising with quality? Explain your view with the example of an airline company. 6
- (b) Mention the features of consolidated and fragmented industries with appropriate examples. 4
12. (a) Why is Intra-Strategic Group Competition more intense than Inter-Strategic Group Competition? 2
- (b) "Strategic control systems ought to indicate, upon the detection of the deviation from standards."—Discuss the attribute of strategic control based on the statement. 5
- (c) Industry and competitive analysis helps a company in arriving at its positioning strategy. In the light of statement, assess the competitors' target markets and their differential advantage. 3
13. Write short notes :— 2.5×4=10
- (i) Potential new entrant;
  - (ii) Emerging market;
  - (iii) PESTLED analysis;
  - (iv) Total Quality Management.



## BBA FOURTH YEAR SEVENTH SEMESTER EXAMINATION, 2014

## STRATEGIC MANAGEMENT

Subject Code : 4104

Examination Code : 607

Time—3 hours

Full marks—70

[N.B.—The figures in the right margin indicate full marks. All parts (a, b, c) of a question must be answered sequentially.]

## Part A—Short Questions

(Answer any five questions)

Marks—6×5=30

- |  | Marks       |
|--|-------------|
| 1. Differentiate between vision and mission. Give example of a vision and a mission. What are the elements of a mission statement?           | 2+2+2<br>=6 |
| 2. (a) Define competence, core competency and distinctive competency with example.   | 3           |
| (b) Give example of core competencies of a company and explain how the company utilizes its core competencies to gain competitive advantage. | 3           |
| 3. (a) What is a business model? A business model answers what questions?  | 1+2=3       |
| (b) Define corporate strategy with example.  | 3           |
| 4. (a) What are meant by strategy and strategic management?  | 2           |
| (b) Discuss the various components of strategic management process.  | 4           |
| 5. (a) What do you mean by barriers to entry?  | 2           |
| (b) Discuss the sources of barriers to entry.  | 4           |
| 6. (a) What are meant by industry competitive structures?  | 2           |
| (b) Discuss in short the sources of rivalry among the established companies.   | 4           |
| 7. (a) What is strategy formulation?   | 2           |
| (b) Describe in short the various components of strategy formulation.  | 4           |

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**Part B—Broad Questions**  
(Answer any **four** questions)

Marks—10×4=40

	Marks
8. (a) What are the various business-level strategies? Discuss.	6
(b) What do you mean by capabilities and distinctive competencies? Discuss with examples.	4
9. (a) What is industry analysis? Discuss the methods of industry and competitive analyses.	5
(b) What is meant by remote environment? Discuss.	5
10. (a) What do you mean by exit barrier? What are its sources?	2+3=5
(b) How would you define mobility barrier? Discuss its implications with the help of an example of pharmaceutical industry.	3+2=5
11. (a) If you intend to analyze external environment of a business, what factors would you consider in this respect? Explain them with example.	5
(b) What are the five forces of Porter's model of industry analysis? Explain them in brief. In what purpose, can you apply this model?	5
12. (a) "Functional strategy is dictated by its parent's business unit's strategy". Explain the statement with example.	4
(b) How does market development strategy and product development strategy differ? Explain with example.	4
(c) How does Square Group of Bangladesh use the brand extension strategy?	2
13. (a) What is vertical integration? Mention some examples of vertically integrated companies.	4
(b) State the pros and cons of vertical integration strategy.	3
(c) How can you compare between radical innovation and incremental innovation?	3



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**BBA FOURTH YEAR SEVENTH SEMESTER EXAMINATION, 2013**

**STRATEGIC MANAGEMENT**

**Subject Code : 4104**

**Examination Code : 607**

**Time—3 hours**

**Full marks—70**

*[N.B.—The figures in the right margin indicate full marks. All parts (a, b, c) of a question must be answered sequentially.]*

**Part A—Short Questions**

**(Answer any five questions)**

**Marks—6×5=30**

	Marks	
1. (a) Define strategic management.	3	
(b) Why is strategic management considered as an ongoing process?	3	
2. (a) What is strategic vision? What are the elements of a strategic vision?	3	
(b) Define mission. How is mission related to vision?	3	
3. What are the key factors for competitive success of a telecommunication company?	6	
4. What are the components of a strategic control? Discuss.	6	
5. (a) What is value chain?	2	
(b) Explain the steps involved in value chain analysis.	4	5
6. (a) Define corporate strategy.	2	
(b) Identify the characteristics associated with the three broad corporate strategies.	4	6
7. Discuss the importance of business ethics in strategic management.	6	6

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**Part B—Broad Questions**  
(Answer any **four** questions)

Marks—10×4=40

	Marks
8. (a) Define strategy and strategic planning.	2
(b) Explain the steps involved in strategic management.	5
(c) Differentiate business level strategies from functional level strategies.	3
9. (a) Define differentiation strategy. How can a company differentiate its product? Discuss.	5
(b) What is vertical integration? What are the advantages and disadvantages of vertical integration?	5
10. (a) What is industry analysis? What are the dominant economic features of an industry?	5
(b) In what circumstances, a buyer can create bargaining pressure on sellers? Explain.	5
11. (a) Define strategic control. Mention the features of an effective strategic control system.	5
(b) Why do strategic control systems fail? What are the consequences of poor strategic control?	5
12. (a) What do you mean by an organization's mission? Point out the ideal contents of a mission statement.	4
(b) What is meant by 'competitive advantage'? How can a company build competitive advantage? Explain with suitable examples.	6
13. Explain any <b>four</b> of the following :—	2.5×4=10
(a) SWOT analysis;	
(b) Industry Life Cycle;	
(c) Corporate social responsibility;	
(d) Defensive and Offensive strategy;	
(e) Driving forces;	
(f) Total Quality Management (TQM).	



**BBA FOURTH YEAR SEVENTH SEMESTER EXAMINATION, 2012**

**STRATEGIC MANAGEMENT**

**Subject Code : 4104**

**Examination Code : 607**

Time—3 hours

Full marks—70

*[N.B.—The figures mentioned in the right margin indicate full marks.]*

**Part A—Short Questions**

(Answer any five questions)

Marks—6×5=30

- |   | Marks |
|---|-------|
| 1. What do you mean by strategic management? Describe the five tasks of strategic management. | 6     |
| 2. How is strategy linked to ethics and social responsibility?                                | 6     |
| 3. (a) Objectives are the 'ends' and strategy is the 'means'—Explain the statement.           | 3     |
| (b) Why should objectives be SMART?   | 3     |
| 4. (a) Distinguish between a vision and a mission statement.                                  | 3     |
| (b) Why is strategic vision important for an organization?                                    | 3     |
| 5. Describe the five generic competitive strategies.  | 6     |
| 6. What is strategic control? Explain the four types of strategic control.                    | 6     |
| 7. How can the garment industry be strengthened in Bangladesh?                                | 6     |

**Part B—Broad Questions**

(Answer any four questions)

Marks—10×4=40

- |  |   |
|--|---|
| 8. (a) How is strategic vision conveyed to the people of the organization?                   | 4 |
| (b) Make a comparison among the four levels of strategies adopted by business organizations. | 6 |
| 9. (a) What are the different motivational and reward techniques of best practice companies? | 5 |
| (b) What support system may provide better customer service in restaurant business?          | 5 |

*[Please turn over*



	Mark
10. (a) What is environmental analysis? What are the stages of environmental analysis?	3
(b) Briefly explain macro environmental factors that affect an organization's strategy.	3
(c) Describe the qualitative and quantitative techniques of environmental forecasting.	4
11. (a) What is SWOT analysis? Does a SWOT analysis for Bangladesh Railway help to formulate a better strategy to improve its service quality?	5
(b) Why is SWOT analysis necessary before selecting a particular strategy for a business organization?	5
12. (a) What is industry analysis? Discuss the methods of industry and competitive analysis.	5
(b) Use the Porter's five forces model to analyze an industry of your choice.	5
13. Explain any <b>four</b> of the following :—	$2\frac{1}{2} \times 4 = 10$
(a) Core competencies and distinctive competencies;	
(b) TQM;	
(c) Driving forces;	
(d) Economies of scale and scope;	
(e) Resource based view;	
(f) First mover strategies and late mover strategies.	



BBA FOURTH YEAR, SEVENTH SEMESTER EXAMINATION, 2011

STRATEGIC MANAGEMENT

Subject Code: 4104

Examination Code: 687

Time—3 hours

Full marks—70

[N.B.—The figures in the right margin indicate full marks.]

Part A—Short Questions

(Answer any five questions)

Marks—6×5=30

- |   | Marks |
|---|-------|
| 1. (a) Define Strategy.   | 1     |
| (b) "Strategy making is partly proactive and partly reactive". Do you agree with the statement? Give arguments in favour of your opinion. | 5     |
| 2. Define strategic vision. Why is the setting of strategic vision important for a business organization?                                 | 6     |
| 3. Suppose your company is operating its business in the pharmaceutical industry. What are the key success factors in this industry?      | 6     |
| 4. "Effective strategy implementation requires reallocation of budgets".—Justify your answer.   | 6     |
| 5. Explain briefly the value chain activity of an organization.   | 6     |
| 6. "What are the differences between offensive strategy and defensive strategy? Which one do you think better for an organization?"       | 6     |
| 7. Describe social roles and responsibilities of an organization?   | 6     |

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Part B—Broad Questions  
(Answer any four of the followings)

Marks—10×4=40

Marks

8. (a) Identify five major interrelated managerial tasks in strategy implementing process. 6
- (b) Which one do you think is most important? Why? 4
9. (a) Define an industry, and give a list of key economic features of an industry. 5
- (b) What are the components of macro environment of any bank operating in Bangladesh? 5
10. (a) What do you understand by crafting a strategy? Discuss the forms and approaches that most companies tend to follow while crafting strategy. 6
- (b) What are the benefits of a strategic approach to managing an organization? 4
11. (a) What do you mean by SWOT Analysis? 2
- (b) Write up in brief a SWOT Analysis of your University. 3
- (c) What is your assessment of competitive strength of Grameenphone in key success factors of telecommunication Industry? 5
12. (a) Distinguish between strategic control system and operational control system. 2
- (b) State the significance of strategic control in strategic management. 3
- (c) What techniques does a manager apply to establish strategic control system? 5
13. Explain any four of the following :—  $2\frac{1}{2} \times 4 = 10$
- (a) Environment Forecasting;
- (b) The value chain activities;
- (c) Distinctive Competencies;
- (d) Total Quality Management (TQM);
- (e) Defensive strategy;
- (f) Industry life cycle.



## BBA FOURTH YEAR SEVENTH SEMESTER EXAMINATION, 2010

## STRATEGIC MANAGEMENT

Examination Code : 607

Subject Code : 4104

Time—3 hours

Full marks—70

*[N.B.—The figures in the right margin indicate full marks. All parts(a, b, c) of a question must be answered sequentially]*

**Part A—Short Questions**

(Answer any five questions)

Marks—6×5=30

	Marks
1. (a) What do you mean by strategic management?	2
(b) Discuss the relationship between strategy, strategic plan and strategic management.	4
2. What crucial roles does an entrepreneur play in forming a strategic vision?	6
3. (a) What is an objective?	2
(b) Why should objectives be SMART?	4
4. Define vision and mission. Mention the distinguishing features of vision and mission.	6
5. Define corporate strategy. Explain the elements of corporate strategy.	6
6. Define internal analysis. State the areas covered in internal analysis.	6
7. Explain Michael Porter's Five Forces Model of Competition Analysis.	6

**Part B—Broad Questions**

(Answer any four questions)

Marks—10×4=40

8. (a) What is meant by SWOT analysis?	2
(b) Why is it necessary to undertake SWOT analysis in the business organizations?	5
(c) After the SWOT analysis has been completed, what do the managers need to do next?	3

[Please turn over



	Marks
9. (a) State the significance of strategic control in strategic management.	3
(b) What techniques does manager apply to establish strategic control system?	5
(c) Distinguish between strategic control system and operational control system.	2
10. (a) How can manager link strategy to ethics and social responsibility?	5
(b) Make a comparison among business strategy, functional strategy and operating strategy adopted in a non-diversified business.	5
11. (a) Why is it essential to formulate strategy supportive policies and procedures?	4
(b) What is environmental forecasting? Describe the qualitative techniques used in environmental forecasting.	6
12. (a) Suppose your company is operating its business in the pharmaceutical industry. What are the key success factors in this industry?	5
(b) Effective strategy implementation requires reallocation of budgets—explain.	5

13. Explain any **four** of the followings :—

$$2\frac{1}{2} \times 4 = 10$$

- (i) Total Quality Management (TQM);
- (ii) The value chain activities;
- (iii) International Strategy;
- (iv) Offensive Strategy;
- (v) Operational Strategy;
- (vi) Industry life cycle.



**BBA FOURTH YEAR SEVENTH SEMESTER EXAMINATION, 2009**

**STRATEGIC MANAGEMENT**

**Course Code : 4104**

**Examination Code : 607**

Time 3 hours

Full marks - 70

*[N.B. The figures in the right margin indicate full marks. All parts (a, b, c) of a question must be answered sequentially.]*

**Part A—Short Questions**

(Answer any **five** questions)

Marks - 6×5=30

	Marks
1. Define strategy and strategic management. Distinguish between strategy and strategic plan.	6
2. Define strategic vision. Why is the setting of strategic vision important for a business organization?	6
3. Describe the various levels of strategies adopted by a single-business enterprise.	6
4. Define strategic group. Why and how is strategic group analysis conducted?	6
5. (a) What do you mean by an organization's mission?	2
(b) Point out the ideal contents of a mission statement.	4
6. (a) What are the components of an organization's environment?	3
(b) Why should managers make an indepth analysis of the components of their organization's environment?	3
7. Your company is facing severe competition from substitute products. what actions would you adopt to retaliate aggressively against new entrants in the industry?	6

*[Please turn over*



## Part B—Broad Questions

(Answer any **four** questions)

Marks --  $10 \times 4 = 40$

Marks

8. (a) How is strategic vision conveyed to the people of the organization? 3
- (b) Describe the five forces model of competition as described by Michael Porter. 7
9. (a) What do you mean by SWOT analysis? Describe the steps that are involved in the SWOT analysis process. 5
- (b) What are critical success factors? State the major sources of critical success factors for an organization. 5
10. (a) Define strategic control. Mention the features of an effective strategic control system. 4
- (b) Why do strategic control systems fail? What are the consequences of poor strategic control? 6
11. (a) What are the factors that need to be considered while designing strategy supportive reward systems? 5
- (b) Discuss the components of building a capable organization. 5
12. (a) Discuss the necessity of industry analysis. 4
- (b) Prepare an industry analysis plan. 4
- (c) How can you evaluate the attractiveness of an industry? 2
13. Explain any **four** of the following :—  $2\frac{1}{2} \times 4 = 10$
- (i) Environment Forecasting;
  - (ii) The Value Chain Activities;
  - (iii) Key Success Factors;
  - (iv) Delphi Technique;
  - (v) Industry Life Cycle;
  - (vi) Environment Scanning;
  - (vii) Distinctive and Competitive Advantage.



## BBA FOURTH YEAR SEVENTH SEMESTER EXAMINATION, 2008

## STRATEGIC MANAGEMENT

Subject Code : 4104

Examination Code : 607

Time—3 hours

Full marks—70

[N.B.—The figures in the right margin indicate full marks. All parts (a, b, c) of a question must be answered sequentially.]

## Part A—Short Questions

(Answer any five questions)

Marks—6×5=30

- |  | Marks |
|--|-------|
| 1. State the concept of vision and mission with their distinguishable features.  | 6     |
| 2. Why is strategy essential for a business organization in this age of competition? What are the major types of strategy? | 6     |
| 3. What is value chain? Explain the value chain activities of a business organization.                                     | 6     |
| 4. Distinguish between strategic control and operational control.  | 6     |
| 5. Who are responsible for strategy execution and implementation at different levels of strategy?                          | 6     |
| 6. How do resource strength, competencies and competitive capabilities shape a company's strategy?                         | 6     |
| 7. What is the real value of SWOT analysis? How will you identify the threats to a company's future profitability?         | 6     |

[Please turn over



**Part B—Broad Questions**  
(Answer any four questions)  
Marks—10×4=40

	Marks
8. (a) Differentiate strategy implementation from strategy execution. What are the prerequisites for strategy execution?	5
(b) Define objectives with its features. What are the major types of objectives formulated by business organization?	5
9. (a) Define corporate strategy. What are the special considerations in corporate strategy?	4
(b) Define business strategy. State the features of a business strategy.	3
(c) Explain how a company can be made socially responsible.	3
10. (a) Narrate the ways of building a capable organization for strategy implementation.	4
(b) Describe the areas covered by an internal environmental analysis.	6
(c) What do you mean by scanning of environment?	3
(d) How can environmental scanning be accomplished?	4
(e) How do organizations respond to the influence of external environment?	3
12. (a) What strategies do you suggest for the BJMC to strengthen their market position?	5
(b) How to develop and implement core competencies?	5
13. Explain any five of the following :—	2×5=10
(i) SWOT analysis; ✓	
(ii) Economics of scale and Economics of scope; ✓	
(iii) Functional strategy; ✓	
(iv) Operational strategy;	
(v) Core processes and systems; ✓	
(vi) Entry and Exit barriers to industry. ✓	



BBA FOURTH YEAR SEVENTH SEMESTER EXAMINATION, 2007

STRATEGIC MANAGEMENT

Course Code : 4104

Examination Code : 607

Time—3 hours

Full marks—60

[N.B.—The figures in the margin indicate full marks. All parts (a, b, c) of a question must be answered sequentially.]

**Part A—Short Questions**

(Answer any four questions)

Marks—5×4=20

	Marks
1. What do you mean by strategic management? Differentiate strategic management from other types of management.	5
2. Define strategy. Describe the components of a strategy.	5
3. What is internal analysis? What benefits may a business organization have from an internal analysis?	5
4. What is strategic group? Why and how is strategic group analysis conducted?	5
5. Mention the major tasks involved in the implementation phase of strategy.	5
6. Why is it essential to formulate strategic supportive policies and procedures?	5
7. (a) Distinguish between a vision and a mission statement.	3
(b) Why is a vision important for an organization?	2

**Part B—Broad Questions**

(Answer any four questions)

Marks—10×4=40

8. (a) Objectives are the "ends" and strategy is the "means"—Explain the statement.	3
(b) Make a comparative analysis among the four levels of strategies adopted by the business organization.	7
9. (a) What do you mean by SWOT analysis? Describe the steps that precede the SWOT analysis process.	5
(b) Give three examples of each element of SWOT.	2
(c) Why is SWOT analysis significant for the organization?	3

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