meters limited has welcomed the proposal and point out that it will enable the company to make profit. The sales manager is doubtful about the same since the demand of mechanical instruments is studying the offer.

Answer the following questions :

(i) What is divestment strategy? Do you see at being practiced in the given case? 1+1

(ii) What is stability strategy? Should meters limited adopt it? What are the different types of stability strategies. 1+1+4

(iii) What is growth strategy? What are the implications for meters limited in case, its adoption? Discuss in brief the various types of growth strategies. 1+1+4

7. (a) Enumerate the different forms of organisational structure. Discuss how does strategy affect structure. 4+3

(b) Discuss the problems involved in organisational change. What strategy will you adopt for organisational change? 4+3

Or

8. (a) What is the role of leadership in strategy implementation? 5

(b) “Resource Allocation is one process of functional policy implementation”. How is it important for strategy implementation? 4

(c) What is Icarus paradox? Give some of the reasons for the failure of big companies which were at one time successful. 1+4

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PG (Even) Semester Examination, 2023

BUSINESS ADMINISTRATION

(4th Semester)

Course No.: CP-401

(Strategic Management)

Full Marks: 70

Pass Marks: 28

Time: 3 hours

The figures in the right margin indicate full marks for the question.

1. (a) Define a strategy. What is strategic management? Explain the difference between strategic decisions and routine business decisions. 2+2+3=7

(b) Show the difference between the corporate level, business level and functional level strategies. 7

Or

2. (a) Contrast the objectives of different stake holders groups and explain. The manner in which they influence the strategy. How to balance the claims of different stake holder groups while you make a strategy? 4+3=7

(b) Explain the concept of Mission. Why organisation’s missions are seen as the starting point in the strategy formulation process? 3+4=7

3. While analyzing the external environment of a firm, you notice the existence of a number of variables that have an impact on the firm's operation. Which of these variable would you consider the crucial variables?

Narrate how you would identify the threats and opportunities before a firm by applying the PEST framwork. 7+7

Or

4. What is Internal Analysis? Discuss in brief the various Techniques used in Internal Analysis. 7+7=14

5. Syed runs his own enterprise in an area on the outskirts of Dhaka, Bangladesh. He manages a collective of people with disabilities who make Bangladeshi puppets in a traditional style, mainly selling to tourists through local shops and paying them a basic salary as well as a profit share. The puppets are all made to Syed's own designs and are quite different from the standard items in most tourist stores. His quirky designs and their popularity with shoppers have come to the attention of Muhammad, who runs a relatively large factory producing puppets and other tourist-friendly wares. Muhammad approaches Syed to suggest that he buy his enterprise, including his designs, and that Syed and his employees all come and work at Muhammad's factory. He is offering a lot of money, and Syed doesn't know whether he wants to maintain his independence or go for the security offered by a lump cash sum and guaranteed employment. He used a SWOT analysis to take a snapshot of his current situation and help him consider the decision.

(a) Do your SWOT analysis of Syed's business. 4

(b) What is a core competency? What are the core competencies of Syed's business. 2+4

(c) Would you recommend Syed sell his business to Muhammad? 4

6. Meters limited a company engaged in the desiging, manufacturing and marketing of instruments like speed meters, oil pressure gauges and so on, that are fitted to two and four wheelers. Their current investment in assets is around Rs. 5 crores and their last year turnover was Rs. 15 crores, just adequate enough to break even. The company has been witnessing over the last couple of years, a fall in its market share price since many customers are switching over to a new range of electronic instruments from the range of Mechanical instruments that have been the mainstay of Meters Limited. The company has received a firm offer of cooperation from a competitor who is similarly placed in respect of product range. The offer implied the following :

(i) Transfer of the manufacturing line from the competitor to meters limited.

(ii) Manufacturer of mechanical instrument by meter limited for the competitor to the latter's specifications and brand name, and

(iii) Marketing by competitor.

The benefit that will accrue to meters limited will be better utilisation of its installed capacity and appropriate financial compensation for the manufacturing effort. The production manager of