

[This question paper contains 2 printed pages.]

Your Roll No.....

**Sr. No. of Question Paper** : 5740  
**Unique Paper Code** : 61011601  
**Name of the Paper** : Business Policy & Strategy  
**Name of the Course** : Bachelor of Management Studies (BMS), 2022 (CBCS)  
**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 **any five** questions.

**Ques 1)** Given below is a portfolio matrix. Study the matrix carefully. Assume your organization has a SBU in each of the cells (1-12). Suggest appropriate corporate strategies that would be relevant to pursue for the organization (15 marks)

Industry Life Cycle Stage	Competitive Strength		
	Strong	Average	Weak
Introduction	1	2	3
Growth	4	5	6
Competitive Shakeout	7	8	9
Maturity	10	11	12

**Ques 2)** Explain comprehensively any THREE of the following (3x5 MARKS=15)  
(i) Strategic Group  
(ii) Mission Statement  
(iii) Strategic Control  
(iv) Behavioral influences on strategy

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Morning

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- Quest 3) (i) Technological advances offer both opportunity and threats. Can technology be used to compete and lead to sustainable growth? Explain through relevant example (8 MARKS)
- (ii) Under what conditions are price wars most likely to occur in an industry? How can an organization guard itself against price wars? Explain through a relevant example. (7 MARKS)
- Quest 4) As a strategic consultant to an organization, you have been asked to advise senior management on the competitive strategy to follow. Explain M.E.Porter's Generic Competitive strategy and the conditions in which they are most appropriate to pursue. (15 marks)
- Quest 5) As an organization pursuing growth, you are considering entering an industry as part of your expansion plan. Examine the external environment factors you will consider to make an assessment of the threat and/or opportunities prevalent in the industry. (15 marks)
- Quest 6) What is a generic value chain? How does an analysis of the value chain help an organization understand the areas of its strength and/or weakness? What is core competence? Explain through an example. (15 marks)