ICLED Business School

COURSE: STRATEGIC MANAGEMENT

FACULTY: Assoc.Prof. (Dr.) Aarti Sharma

Instructions: 5 out of 7 questions are compulsory

SECTION 1: Essay Questions. Attempt any Five Questions

1. How do you define strategy, and in what ways can strategic management be viewed as a systematic process? Elaborate on why corporate planning should not be equated with long-term planning.
2. Distinguish between SWOT analysis and the TOWS matrix. Further explain what organizational analysis entails and describe how value chain analysis is applied, using appropriate examples.
3. What separates the internal environment of a firm from its external environment? Clarify the concept of competitive advantage and outline the framework for conducting an industry analysis, drawing on illustrations from multinational corporations.
4. Differentiate vertical integration strategies from conglomerate diversification. What is meant by strategic control, and what guidelines ensure that such control is effective? Provide examples to support your discussion.
5. Explain the responsibilities of a strategist during the evaluation and control stage of strategic management. Incorporate SWOT and PESTEL tools into your explanation, using examples to demonstrate their application.
6. Why is resource allocation considered essential to strategy formulation and execution? Also discuss the planning systems used to support the implementation of organizational strategies.
7. Differentiate horizontal growth from vertical growth strategies, and explain how both differ from concentric diversification. How can a firm design a strategy that leads to competitive advantage? Illustrate with a suitable example.