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**BACHELOR OF BUSINESS ADMINISTRATION (B.B.A.)**  
**EXAMINATION : DECEMBER - 2022**  
**SEMESTER - VI**  
**Sub. : Strategic Management (BBA15-611)**

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**Date : 27/12/2022**

**Total Marks : 60**

**Time: 10.00 am to 12.30pm**

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- Instructions:** 1) All questions are compulsory.  
 2) Figures to the right indicate full marks.
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**Q. 1. Choose the most appropriate option. (05)**

1. Which of the following is not a part macro environment?
 

a) Laws and policies	b) Demographics
c) Suppliers	d) Social values
2. The world tactic is most likely to be associated with \_\_\_\_\_
 

a) business strategy	b) corporate strategy
c) operational strategy	d) all of the above
3. Which of the following requires a firm to establish annual objectives, devise, policies, motivates employees and allocate resources for the execution of strategies?
 

a) Strategy formulation	b) Strategy evaluation
c) Strategy implementation	d) Strategy estimation
4. Analyzing the external environment and the organizations resources are part of the \_\_\_\_\_
 

a) Functional level planning process	b) Determining the mission of the business
c) financial planning process	d) strategic planning process
5. \_\_\_\_\_ are short term milestones or benchmarks that organizations must achieve in order for longer term objectives are to be reached.
 

a) Vision	b) Mission
c) Plans	d) Goals

**Q. 2. State True / False (05)**

1. Strategic management begins with the creation and execution of strategies, followed by the definition of goals that can be met by following these strategies.
 

a) True	b) False
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2. The fundamental purpose for the existence of any organization is described by its mission
 

a) True	b) False
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3. The BCG matrix is mainly designed to analyze short term strategic planning.
 

a) True	b) False
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4. Strategic management handles external issues.
 

a) True	b) False
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5. Corporate level strategy pertains to the organization as a whole.
 

a) True	b) False
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**Q. 3. Write Short notes on (Any Three) (15)**

1. Macro environment
2. Importance of objectives
3. levels of strategy
4. Dimensions of grand strategies
5. Benefits of strategic management

**Q. 4. Answer in detail (Any Two) (20)**

1. Define strategic implementation. How does a company's culture influence strategy implementation?
2. What do you understand by "business vision" and "mission" of an organization
3. What are corporate level strategies? Explain the various types of corporate level strategies.

**Q. 5. Case Study (Any One) (15)**

1. ON 15 September 2008 investment bank giant filed for bankruptcy sending shock waves across the world markets that were already reeling from shocks in the wake of global economic meltdown. With more book assets and lesser book debts, Lehman's bankruptcy filing was the largest in the banking history their assets far surpassed those of previous bankrupt giants such as World com and Enron, at the time of collapse with more than 25000 employees worldwide. Lehman's demise also made it the largest victim of the US subprime mortgage induced financial crisis that swept through global financial markets in the world. Record revenues from Lehman's real estate business enabled revenues in the capital market unit to surge 56% between 2004 to 2006. This was considered a faster rate of growth than any other business in investment banking. In February 2006 the company's stock reached a record high giving Lehman a market capitalization of around 25 billion, however the US housing market were already becoming apparent as defaults in subprime mortgage. Lehman's high degree of leverage the ratio of total assets to shareholder's assets to shareholder's equity was good and its huge portfolio of mortgage security made it vulnerable to deteriorating market conditions. In June 2008 Lehman announced its first second quarter loss and raised money from American Express to cover the same. However, the measures were perceived as being too little, too late over the summer Lehman's management made unsuccessful attempts to a number of potential partners, hopes of the Korea Development bank would take a stake in Lehman was dashed in 9 September and the state-owned Korean bank put talks on hold. On Monday 15 September Lehman declared bankruptcy resulting in creating a global financial crisis.
  - i) What were the reasons for Lehman brothers' bankruptcy?
  - ii) What lessons would you learn from the Lehman brother's bankruptcy?

2. Amazon.com's mission statement satisfies many of the conventional characteristics of ideal mission statements. For example, the company includes target customers and market, variety of products, and basic business aims (pricing and convenience) in the corporate mission. However, the company does not include technology and the nature of the business and its operations in the

mission statement. In this regard, it is recommended that Amazon add details in its corporate mission to give employees and investors a better idea of what the company is all about. This recommendation should make the corporate mission statement more comprehensive, especially in representing the company's businesses, such as e-commerce, cloud-based computing services, digital content delivery, software and hardware, and brick-and-mortar retail (Amazon Books). Amazon.com's vision statement possesses strong characteristics, such as the specification of the company's target market and an aspect of its marketing mix. However, this corporate vision satisfies only some of the conventional characteristics of ideal vision statements.

**Questions:**

- i. What are the strong characteristics of Amazon.com's vision statement?
- ii. What is not included in Amazon's mission statement?
- iii. Is the variety of products included in the corporate mission?