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26/11/16  
(M)

Your Roll No. ....

7025

M.Com./III Sem. (OC)

G

Paper No. 6301 : STRATEGIC MANAGEMENT

Time : 3 Hours

Maximum Marks : 100

(Write your Roll No. on the top immediately on receipt of this question paper.)

Attempt all questions.

All questions carry equal marks.

1. (a) "Without Business Policy and Strategy, an organization is like a ship without rudder, going around in circles. It's like a tramp, it has no place to go". Comment with relevant example. 10
- (b) What are the elements of the strategic management process ? How are they interrelated ? 10

Or

- (c) It was profitable for GM and Ford to integrate backward into component-parts manufacturing in the past, and both companies are now buying more of their parts from outside suppliers Build your arguments critically evaluating both the strategies. 10

P.T.O.

- (d) "CSR is no longer an accessory, but more a part of business." In view of the above, explain the role of CSR in strategic management. 10
2. (a) An old established company in the tea industry having nation-wide marketing outlets and creditable export performance recently decided to follow a combination strategy of internal growth with diversification by adding a new product line consisting of processed food items. State and explain the possible reasons that prompted the company to adopt the strategy. 10
- (b) What are cooperative strategies ? Explain the various types of cooperative strategies with relevant examples. 10

Or

(c) Explain the BCG Matrix. Identify the following products of Google Company in which quadrant of BCG matrix do they fall into : 10

(i) Google Search Engine

(ii) Google Ads

(iii) Google Wallet

(iv) Google Nexus Phone.

(d) What do you understand by Value chain analysis ? Explain and illustrate how an understanding of the value chain can help managers in a global organization meet the competing demands of operating on a global scale whilst facing the differing requirements of local markets. 10

P.T.O.



3. (a) Discuss in brief the various measures that management should take to execute 'strategy' effectively. 10
- (b) "In order to be successful, a company or business unit must achieve one of the generic competitive strategies." Do you agree ? Explain with suitable examples. 10

Or

- (c) At what point does an organization decide it needs to adopt a turnaround strategy ? What actions are required to adopt a turnaround strategy ? 10
- (d) "A brilliant strategy can put a firm on the competitive map, but only solid execution can keep it there." Comment. 10
4. Write short notes on the following (any two) :  $2 \times 10 = 20$
- (a) Balanced Score Card
- (b) Six Sigma
- (c) Resource Based View to Environmental analysis.

5. Read the following case and answer the questions that follow :

Meters Limited is a company engaged in the designing, manufacturing, and marketing of instruments like speed meters, oil pressure gauges, and so on, that are fitted into 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 breakeven. The company has been witnessing over the last couple of years, a fall in their market share prices since many customers are switching over to a new range of electronic instruments from the range of mechanical instruments that used to be mainstay of Meters Limited. The Company has received a firm offer of cooperation from 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) manufacture of mechanical instruments by Meters Limited for the competitor to the latter's specifications and brand name; and (iii) marketing by the competitor. The benefits that will accrue to Meters Limited

will be better utilization of its installed capacity and appropriate financial compensation for the manufacturing effort. The production manager of Meters Limited has welcomed the proposal and points out that it will enable the company to make profits. The sales manager is doubtful about the same since the demand for mechanical instruments is shrinking. The chief Executive is studying the offer :

*Questions :*

- (i) What type of strategy has been proposed by the competitive firm ? 5
- (ii) What benefits will Meters Limited get by accepting the proposal ? 5
- (iii) What is stability strategy ? Should Meters Limited adopt it ? 5
- (iv) What are your suggestions to the Chief Executive ? 5