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7266

Your Roll No.

M.Com. (NC)/Sem. III

G

Paper No. 4301 : Global 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) 'Competitive strategy is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of value.' In this context explain the importance of strategy in the changing business environment. (20)

OR

- (b) Explain the concept of Distinctive Competence and distinguish it from Core Competence. (12)
- (c) When is it advisable for a firm to choose market development over product development? Explain. (8)

P.T.O.

2. (a) 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)
- (b) Is it possible for a company to have a sustainable competitive advantage when its industry becomes hypercompetitive ? Explain with the help of examples. What are the various strategies a company can adopt in Hyper-competitive industry ? (10)

OR

(c) Comment on the following :

- (i) 'Without a vision, an organization structure fails.'
- (ii) 'Once a firm successfully establishes itself at the point of its centre of gravity to obtain its Competitive Advantage, then it should move forward or backward along its value chain.'
- (iii) 'A sustainable strategic position requires Trade-Offs'.
- (iv) 'Emergent strategy can be more successful than intended strategies.' (5×4=20)

3. What is integration in relation to Strategic Management ? State the guidelines to be followed for Forward and Backward Integration. (20)

OR

- (b) State the need for GE matrix and distinguish it from BCG matrix. (12)
- (c) A company is enjoying market leadership in women cosmetics with 25% market share. It has capital surplus and is planning to expand its business. You are given the task of making a blueprint clearly identifying strategic options available for this firm. Suggest most appropriate option so that it does not disturb its current status. (8)
4. (a) Assume that you are in-charge of developing the strategy for a multinational company selling the products in some 30 different countries around the world. One of the issues you face is whether to employ a multicountry strategy, a transnational or a global strategy. Explain which strategy would make sense in case of the following products and why ?
- (i) Mobile phones
- (ii) Footwear

(iii) Home appliances like washing machines and refrigerators

(iv) Movies (2.5×4=10)

(b) 'Businesses cannot be successful when the society around them fails.' In view of the above, explain the role of corporate governance and CSR in strategic management. (10)

OR

(c) 'A well drafted strategy can also miserably fail if it is not implemented efficiently'. Comment and state the importance of leaders in strategy implementation. (20)

5. Write short notes on any two from the following :

(i) SWOT Analysis

(ii) Blue Ocean and Red Ocean strategy

(iii) Why Strategic Alliances fail

(iv) Strategic Control (10×2=20)