

PARUL UNIVERSITY
FACULTY OF MANAGEMENT
MBA Winter 2017 - 18 Examination

Semester: 3
Subject Code: 06200202
Subject Name: Strategic Management

Date: 27/12/2017
Time: 02:00 pm to 04:30 pm
Total Marks: 60

Instructions

1. All questions are compulsory.
2. Figures to the right indicate full marks.
3. Make suitable assumptions wherever necessary.
4. Start new question on new page.

Q.1 Do as Directed.**A). Multiple choice type questions (Each of 1 mark)****(05)**

1. A company achieves competitive advantage whenever

a) It is the acknowledged market share leader	c) It has greater financial resources than its rivals
b) It is the industry's acknowledged technology leader	d) It has some type of edge over rivals in attracting customers and coping with competitive forces

2. Which of the following is not an action that a company can take to do a better job than rivals of performing value chain activities more cost-effectively?

a) Outsourcing all production-related activities	c) Adopting labor-saving operating methods
b) Trying to operate facilities at full capacity	d) Improving supply chain efficiency

3. Which of the following is not a typical reason that many alliances prove unstable or break apart?

a) Diverging objectives and priorities	c) The emergence of more attractive technological paths that are better pursued alone or with other partners
b) An inability to work well together	d) Disagreement over how to divide the profits gained from joint collaboration

4. Which of the following is not a typical strategic objective or benefit that drives mergers and acquisitions?

a) To gain quick access to new technologies or other resources and capabilities	c) To expand a company's geographic coverage
b) To create a more cost-efficient operation out of the combined companies	d) To facilitate a company's shift from a broad differentiation strategy to a focused differentiation strategy

5. The best place to look for cross-business strategic fits is

a) In R&D and technology activities	c) In sales and marketing activities
b) In supply chain activities	d) Anywhere along the respective value chains of related businesses—no one place is best

B). Define the following. (Each of 1 mark)**(05)**

1. ETOP
2. Multidomestic strategy
3. KPI
4. Strategic Alliance
5. Strategies for the bottom-of-the-pyramid

C). Direct questions. (Each of 1 mark)**(05)**

1. Which are different issues in strategic decision-making?
2. Describe the Balance Scorecard Model.

3. Which are internal forces that affect strategic management of an organization?
4. Which are different types of structure?
5. What is strategic change management?

Q.2 Answer the following questions.

- A). What is Strategic Management? Describe the model of Strategic Management Process. (07)
- B). Explain different corporate strategies along with suitable examples. (08)

Q.3 Answer the following questions.

- A). What is organizational culture? How can strategic leaders manage an effective organization culture? Give examples. (07)
- B). What are organizational controls? Why are strategic controls and financial controls important aspects of the successful organizations? (08)

Q.4 Attempt any two questions. (Each of 7.5 mark) (15)

1. How can the business-level strategies be used to position the firm relative to the five forces of competition in a way that helps the firm to earn above-average returns?
2. In mid 2007, India's largest automobile company, Tata Motors revealed its interest in acquiring Jaguar and Land Rover from Ford Motor Limited. These were the two premium brands belonging to the luxury segment. The other players in the bidding process were tractor and utility vehicle manufacturer, Mahindra and Mahindra and a private equity player called One Equity. The analysts, however, remained skeptical on the effects of such a deal. Some felt that Tata lacked the expertise to manage such premium brands like Jaguar and Land Rover, while others were of the view that the deal would provide Tata access to the markets, where it had not entered previously. Not only that, since the two brands had been making losses, the deal could adversely affect Tata's financial position. According to the analysts, the deal may have a lot of potential or may be a reflection of poor strategy on the part of Tata Motors. Therefore, it remained to be seen whether Tata Motors and Jaguar-Land Rover were really made for each other or not.
 1. Analyze the positive and negative effects of the deal on Tata Motors.
 2. Analyze marketing strategy from TATA group.
 3. "As the business organizations today are becoming a source of money generation, ethics and values are left in favour of profit." Deliberate on the statement in favour or against it.
 4. 'To sustain in the dynamic world, the business organization today require a well formulated business strategy.' Discuss this statement giving examples. What are the actions and approaches that identifies a company`s strategy?