

*Total number of printed pages-5*

**14 (MCOM-4) 4.16**

**2020**

**STRATEGIC MANAGEMENT**

Paper : 4.16

*Full Marks : 40*

Time : Two hours

***The figures in the margin indicate full marks for the questions.***

1. Choose the correct option of the following questions : 1×5=5
  - (i) Which of the following is not a characteristic of strategic management that makes it different from other types of management ?
    - (a) It is interdisciplinary.
    - (b) It has an external focus.
    - (c) It has an internal focus.
    - (d) It concerns the present direction of the organization.

*Contd.*

- (ii) Which of the following is NOT a major element of the strategic management process ?
- (a) Formulating strategy
  - (b) Implementing strategy
  - (c) Evaluating strategy
  - (d) Assigning administrative tasks
- (iii) Competitive advantage can best be described as —
- (a) increased efficiency
  - (b) what sets an organization apart
  - (c) a strength of the organization
  - (d) intangible resources.
- (iv) \_\_\_\_\_ is the foundation of blue ocean strategy.
- (a) Innovation
  - (b) Value creation
  - (c) Value innovation
  - (d) Value-cost trade-off

(v) The various organizational routines and processes that determine how efficiently and effectively the organization transforms its inputs into outputs are called :

(a) Strengths

(b) Core competencies

(c) Capabilities

(d) Customer value.

2. Answer **any three** : 3×5=15

(a) Explain the reasons of failure of corporate planning.

(b) What is an 'Operating Turnaround Strategy' ?

(c) Distinguish between business strategy and corporate strategy.

(d) Describe Porter's five forces framework.

(e) What is 'situation audit' in strategic planning ?

3. Answer **any two** : 2×10=20

- (a) Discuss the McKinsey's 7S framework for organizational analysis.
- (b) The strategic management process encompasses three phases—strategy formulation, implementation, and evaluation and control —Discuss.
- (c) List the Environmental factors that can affect an organization's strategy. Also explain how would you analyze Competitive Environment ?
- (d) Explain the concept of merger and acquisitions. Also explain the various merger policies.
- (e) Explain strategic implications of BCG matrix model.
- (f) Read the following case and answer the questions given at the end :

Tata motors have been eyeing the Indian passenger market for a long time. During earlier times, their brands such as Tata Sumo were well-received; the company had a very low share in the Indian passenger car market due to stiff competition from Maruti. Tata motors came up with Tata

Indica, which mirrored Maruti's products and challenged Maruti's dominance in small car market. Inspired by the success of Indica Tata launched the Tata Nano. Critics were of the view it could not be possible due to the low cost of the car. Tata Nano's modular design is one of the most innovative aspects, it can be shipped separately and assembled in any region. However the fanfare with which Nano was launched did not show much result, the car was not well-accepted by the masses despite the low prices, it started selling in discounts like any other car in the Indian market. Tata's as a company are concerned about the same and are still trying to rework out strategies for revival of the market share and to fit into the vision of the company.

- (i) What was the type of strategy Tata's adopted during the launch of Nano ?
- (ii) By using a SWOT analysis outline the failure of the car in the Indian markets.