

PG Even Semester (CBCS) Exam., April—2019

BUSINESS ADMINISTRATION

(4th Semester)

Course No. : MBACC-401

(Strategic Management)

Full Marks : 70

Pass Marks : 28

Time : 3 hours

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

Answer **all** questions

1. "Culture eats strategy for breakfast."
Examine the relevance of this statement in
the context of the recently-witnessed
Narayana Murthy vs. Vishal Sikka episode in
Infosys. 14

OR

2. Throw light on the recent events concerning
the Jet Airways. Examine—
(a) who were the major stakeholders of the
Jet Airways;

- (b) how did the stakeholders' salience
change in a situation of urgency;
(c) what role of late are the now-salient
stakeholders playing in formulation of
Jet Airways's strategic options?

3. The 'Nano' project of Tata Motors Ltd. turned
out to be a failure. Ratan Tata admitted that
there were miscalculation at the
project-conceptualisation stage. Will it be
right to attribute this miscalculation to the
managers' bounded rationality? Give your
opinions on the matter. Also examine in the
given context :

(a) When and why does bounded rationality
occur?

(b) What corporate management should do
for extending the limits of the managers'
bounded rationality? 6+4+4=14

OR

4. By applying Michael Porter's five forces
model, portray the competitive dynamics
faced currently by Vodafone Idea Ltd. Which
of the five forces pose(s) at the moment the
biggest challenge before the company? 10+4=14

(3)

5. Critically examine Patanjali Ayurved's product diversification strategy. Is the company ignoring the risks associated with diversification? Give your considered opinion on the matter. $7+7=14$
6. By applying the virus criteria, show the distinction between strategic and threshold resources. What, in your view, are HUL's strategic resources? Discuss. $6+8=14$

OR

7. Explain the different elements of the RACES framework for the assessment of strategic options. By applying the framework, evaluate Larsen and Toubro's recently-announced strategic initiative that focuses on new-age technology. $6+8=14$
8. Identify the main cultural and other obstacles to change in a particular organization. What actions do you suggest for smoothly bringing about change within an organization? $8+6=14$
