

PG Even Semester (CBCS) Exam., April—2017

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*

1. (a) Define 'strategy'. How would you distinguish strategic decisions from 'non-strategic' ones? 2+3=5
- (b) Throw light on the properties of a good strategy. 9
2. (a) List the crucial PEST variables which in all likelihood had prompted Tata Motors Ltd. to go for the 'Nano' project. 8
- (b) Why did the 'Nano' dream remain by and large unfulfilled? Discuss in detail. 6

OR

3. (a) Mention the modes in which firms normally compete in an industry. 6
- (b) What entry-barriers in the FMCG sector have been erected by Hindustan Unilever to deter entry by its competitors? Discuss. 8
4. (a) Explain the concept of 'core-competency'. 4
- (b) Discuss, by referring to the case of Mahindra and Mahindra Ltd. in the automotive sector, what a company should do to avoid falling into the 'competency trap'. 10
5. Examine the pros and cons of the product-diversification strategy currently pursued by the management of Patanjali Ayurved Ltd. Suggest what the management should do in this case to manage the risks associated with their current thrust on diversification. 8+6=14

OR

6. Mention the salient features of the market penetration strategy adopted by Reliance Jio Infocomm Ltd. in the telecom segment. Also throw light on the defensive strategy applied by Airtel and Vodafone for countering the Reliance Jio's strategy. 7+7=14

(3)

7. Explain the concept of industry life cycle. Describe the options that in your view would be most appropriate for firms at each stage of the industry life cycle. 4+10=14

OR

8. The computerization initiative of India's nationalized banks remained halted for many years for reasons which the banks' management were unable to control. What were the change triggers and barriers in the given case? Mention the strategic route eventually followed by bank management for overcoming the barriers to change. 8+6=14
