

[This question paper contains 5 printed pages.]

2831

Your Roll No.

M.Com./III Sem. (OC)

F

Paper No. 6301 : 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) "Strategy is a pattern in a stream of actions or decisions to achieve the organizational goals". In view of above, explain the strategic management process? (10)
- (b) "Without a vision, an organization structure fails." Do you agree? Support your answer with relevant examples. (10)

OR

P.T.O.

- (c) “IBM, GM, Harley Davidson, American Express, Digital Equipment Corporation (DEC), and Sears, among many others, which all at one time were held up as examples of managerial excellence. have gone through periods where their financial performance was poor and they clearly lacked any competitive advantage,” In the light of the above statement. explain why does a company lose its competitive advantage and fail? How can a company avoid failure and build a sustainable competitive advantage? (20)
2. (a) How can organization manage Strategic Alliance successfully. What are the pitfalls in strategic alliance and how they can be avoided? (10)
- (b) Describe the major barriers to strategy implementation and discuss the means available to overcome such barriers. (10)

OR

- (c) Discuss Porter’s five forces model with reference to an industry. What does the model tell you about the level of competition in this industry? (20)

3. (a) "A brilliant strategy can put a firm on the competitive map. but only solid execution can keep it there." Comment. (10)

(b) "CSR is coming out of the purview of doing social good and is fast becoming a business necessity." Comment. (10)

OR

(c) Explain the BCG Matrix, Identify the following products of Apple Company in which quadrant of BCG matrix do they fall into:

(i) I-Phone

(ii) I-Pod

(iii) I-Television

(iv) I-Tunes (6+4=10)

(d) "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" In view of the above, explain the meaning and value chain analysis with the help of an example. (10)

P.T.O.

4. Write short note on the following (any **two**)

(a) Porter's Generic Competitive Strategies

(b) McKinsey 7S Framework

(c) SWOT analysis (10×2=20)

5. Read the following case and answer the questions that follow:

Google is in talks to buy mobile advertising network and one of India's earliest startup posterboys. InMobi. The planned acquisition being the US-based Internet search behemoth's first in India and part of a strategy to counter Facebook's dominance in advertising on mobile devices. Google is currently facing a stiff competition from Facebook Inc in mobile advertising: Inmobi has also faced difficulties in raising funds recently.

Two sources familiar with the talks said Google would soon initiate a technology due diligence of Bengaluru-based InMobi followed by discussions on commercial terms. Although financial specifics are still to be discussed. InMobi had been looking for a

valuation of over 2 billion (Rs 12,500 crore) in its discussions with investors for its next round of funding:

- (a) What type of growth strategy Google is trying to follow? What prompted Google to adopt such a strategy? (5)
- (b) What are the advantages and disadvantages or adopting such a strategy? (5)
- (c) Do you think the deal will last or will be problematic for google in future? (5)
- (d) What will be the impact of this strategy on their competitors and what all alternatives are available to them to deal with it? (5)