

[This question paper contains 4 printed pages.]

**7266**

*Your Roll No. ....*

**M.Com. (NC)/Sem. III**

**G**

Paper No. 4301 : Global 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) 'Competitive strategy is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of value.' In this context explain the importance of strategy in the changing business environment. (20)

**OR**

- (b) Explain the concept of Distinctive Competence and distinguish it from Core Competence. (12)
- (c) When is it advisable for a firm to choose market development over product development? Explain. (8)

P.T.O.

2. (a) What do you understand by Value chain analysis ? Explain and illustrate how an understanding of the value chain can help managers in a global organization meet the competing demands of operating on a global scale whilst facing the differing requirements of local markets. (10)
- (b) Is it possible for a company to have a sustainable competitive advantage when its industry becomes hypercompetitive ? Explain with the help of examples. What are the various strategies a company can adopt in Hyper-competitive industry ? (10)

**OR**

- (c) Comment on the following :
- (i) 'Without a vision, an organization structure fails.'
  - (ii) '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.'
  - (iii) 'A sustainable strategic position requires Trade-Offs'.
  - (iv) 'Emergent strategy can be more successful than intended strategies.' (5×4=20)

3. What is integration in relation to Strategic Management ?  
State the guidelines to be followed for Forward and  
Backward Integration. (20)

OR

- (b) State the need for GE matrix and distinguish it  
from BCG matrix. (12)
- (c) A company is enjoying market leadership in women  
cosmetics with 25% market share. It has capital  
surplus and is planning to expand its business. You  
are given the task of making a blueprint clearly  
identifying strategic options available for this firm.  
Suggest most appropriate option so that it does  
not disturb its current status. (8)
4. (a) Assume that you are in-charge of developing the  
strategy for a multinational company selling the  
products in some 30 different countries around  
the world. One of the issues you face is whether  
to employ a multicounty strategy, a transnational  
or a global strategy. Explain which strategy would  
make sense in case of the following products and  
why ?
- (i) Mobile phones
- (ii) Footwear

(iii) Home appliances like washing machines and refrigerators

(iv) Movies (2.5×4=10)

(b) 'Businesses cannot be successful when the society around them fails.' In view of the above, explain the role of corporate governance and CSR in strategic management. (10)

**OR**

(c) 'A well drafted strategy can also miserably fail if it is not implemented efficiently'. Comment and state the importance of leaders in strategy implementation. (20)

5. Write short notes on any **two** from the following :

(i) SWOT Analysis

(ii) Blue Ocean and Red Ocean strategy

(iii) Why Strategic Alliances fail

(iv) Strategic Control (10×2=20)