



Sanjay Ghodawat University, Kolhapur

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2018-19

EXM/P/09/01

Year and Program: 2018-19

School Commerce and
Management

Department MBA

Course Code: MMC601

Course Title: Strategic
Management

Semester – III

Day and Date

helds day 12 DEC 18

End Semester Examination
(ESE)

Time: Max Marks: 100

10:30 to 1:00 pm

Instructions:

- 1) All questions are compulsory.
- 3) Figures to the right indicate full marks.

Q.1	Attempt the following	Mark	Bloom's	CO
		s	Level	
a)	What is Strategic Management ? Describe process in detail.	07	L ₁	CO1
OR				
a)	Strategy of a firm consists of two inseparable parts: business strategy and corporate strategy. Explain in detail	07	L ₂	CO1
b)	Comment on the Amazon business portfolio.	08	L ₄	CO2

Business model of Amazon is more diverse. Being primarily an online retail department store, offering a wide range of product categories. It has also a significant third-party marketplace where it offered shipping, customer service, payment processing, and return services to independent retailers. Amazon also offered software and cloud storage services, online video streaming, and its own line of electronic hardware (mobile, e-reader, and smart television products). In addition, Amazon published books, hosted its own app store, funded video content development. Amazon Prime, an annual membership program wherein wide range of benefits are offered. In short, Amazon's activities overlapped with those of Apple, Google, eBay, Alibaba, and many other companies.

OR

- | | | | |
|--|----|----------------|-----|
| b) Discuss in detail Porter's five forces model. Explain further how does it help managers to identify the opportunities and threats confronting a company | 08 | L ₂ | CO2 |
|--|----|----------------|-----|

Q.2 **Attempt the following:**

- | | | | |
|---|---|----------------|-----|
| a) Comment on the McDonald's business model from the following case. | 7 | L ₂ | CO3 |
|---|---|----------------|-----|

McDonald's is a classic example of clear beneficiary from arbitrage opportunity offered by globalization. McDonald's leverages its US reputation for excellence and high class for doing business in other countries. It is already positioned as a high quality Fast food chain in the mind of consumer in new economies. World famous McDonald's Corporation earns revenue by investing in properties, franchising of restaurants and an operator of restaurants. McDonald's restaurants made their presence in number of countries and serve millions of customers each day with a tag line "modifying the burgers around the world" what helped them a lot in adapting the burger as per the country. Further in response to changing consumer tastes, the company has modified its menu to include salads, fish, wraps, smoothies, fruit and seasoned fries.

OR

- | | | | |
|--|----|----|-----|
| a) In the light of above case, Suppose you own local food business Outline growth strategies using Ansoff's Matrix. | 07 | L3 | CO3 |
|--|----|----|-----|

pages

b) Illustrate with examples possible approaches for strategic alliances 08 L₃ CO4
OR

b) Illustrate stability strategies and its characteristics. 08 L₂ CO4

Q.3 **Attempt any Two**

a) Explain the following: 08 L₂ CO1

- 1) "Competitive Advantage is the creation of a unique and valuable position, involving a different set of activities." Discuss with suitable examples.
- 2) "People use **Facebook** to stay connected with friends and family, to discover what's going on in the world, and to share and express what matters to them." Is what vision statement of facebook. Comment on how **Facebook** has translated their vision into practice and list down benefits of **Vision**

b) Explain the following terms: 08 L₂ CO2

- 1)) List the factors in PESTLE analysis that can affect an organisation's Strategy.
- 2) Apply the same to retail industry.

c) Explain the following: 08 L₂ CO3

- 1) BCG matrix
- 2) Focus strategy

d) Explain the situations with examples : 08 L₂ CO4

- 1) Types of Integration strategy
- 2) Types of Merger And Acquisition.

Q.4 **Attempt any Two**

a) List down and interlink various perspectives of Balanced Scorecard. 09 L₂ CO5

b) Illustrate with example that Strategy and structure go hand in hand 09 L₃ CO5

c) "Corporate governance have positive influence on the share price of 09 L₂ CO5

the company” Interpret what corporate governance is and the role of Board of directors.

Q.5 Attempt any Two

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|---|----|----------------|-----|
| a) Explain steps in strategic evaluation and list down benefits of it. | 09 | L ₁ | CO6 |
| b) Enumerate types of strategic control. | 09 | L ₂ | CO6 |
| c) “Strategic audit keeps check on impact of the organizational activities on the society” list down various auditing techniques and discuss in the light of abovesaid what corporate social audit is and its importance. | 09 | L ₄ | CO6 |

Q.6 Attempt any Three

- | | | | |
|--|----|----------------|-----|
| a) Illustrate strategic business unit its advantages and disadvantages. Relate it to TATA India Limited. | 06 | L ₂ | CO5 |
| b) Discuss matrix structure its application, advantages and disadvantages. | 06 | L ₂ | CO5 |
| c) Explain in detail implications and management of crisis | 06 | L ₁ | CO6 |
| d) Discuss contingency planning process and need of it. | 06 | L ₁ | CO6 |
