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M.B.A. DEGREE EXAMINATION, JUNE 2013.

Second Semester
General, Finance, Marketing, HRM, IB, RM, Tourism

STRATEGIC MANAGEMENT

(2012-13 Batch onwards)

Time: Three hours

Maximum: 100 marks

SECTION A — (5 x 6 = 30 marks)

Answer any FIVE questions.

1. State the concept of strategic management.
2. Explain the functional level strategies.
3. What is the significance in environmental appraisal?
4. Write a note on socio-cultural environment in analysing strategies.
5. What is meant by Benchmarking?
6. What are the generic competitive strategies?
1. Discuss the various issues in strategy management.

2. What do you mean by strategy evaluation?

10. Explain the various approaches to strategic decision making.

11. Discuss the significance of environmental scanning in strategic decisions.

12. Illustrate the Porter's five forces frame work.

13. Discuss the factors that threaten successful implementation of cost leadership strategy.

14. Give an example of each to classify strategic objectives.

15. Discuss the various issues in strategy implementation.

16. What do you mean by strategy formulation?
organization must think in rupees and not dollars, and s/he must lead the organization to meld with other Indian organizations. Hindustan Unilever is an excellent example—many people consider it an Indian company, and not the largest MNC in India.

Discussion Questions

(i) Describe the scenario enactment of the MNC leaders in India.

(ii) Describe the cast enactment of the MNC leaders in India.

(iii) Describe the resource enactment of the MNC leaders in India.

(iv) How might the above three elements of strategic leadership differ for the MNC leaders in India vs leaders of the domestic companies in India?

SECTION C — (1 × 20 = 20 marks)

(Compulsory)

17. Case Study:

STRATEGIC LEADERSHIP FOR MULTINATIONALS IN INDIA

Based on his experiences in Unilever and Pepsi Co India, P.M. Sinha (2002), the ex-CEO of Pepsi Co India, highlights ten prerequisites for being a successful leader in a foreign MNC. (Multinational Corporation) operating in India.

(a) MNC leaders in India should reflect the personality of the MNC they work for, never compromising on the values the company stands for. The values have to be converted into the culture of the organization, where everyone is not only committed to, or believes in the values, but breathes the culture.

(b) MNC leaders in India should carefully understand the Indian environment, the policies of the country, the processes and the needs of the country. For an MNC to be successful in the long run, the leader must identify the MNC with national priorities, be seen to be a part of the Indian fabric, and put country gain before corporate gain.
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Simplify and not obfuscation. Shape and the leader’s personal lifestyle must reflect the operation is the company’s target, the talk. If the cost-effectiveness and lowest-cost primarily a leader in an MNC has to walk the burden on his/her shoulders.

national boundaries and thus places greater therefore, has a responsibility, which crosses the image globally. An MNC leader in India, WOrld, the image in one country affects the consistently improves, as in a borderless MNCs have to ensure that corporate image completely open mind.

the MNC leaders in India must have a need to be familiar to India. Hence, the approach to multinational idea, or even the products successful outside company, or even products successful outside imposing the best practices of the parent.

Commitment to training and development must be the driving force. Change and adapt to the needs of the system, the customer, the retail trade, and distribution network they operate in, the distribution

MNC leaders in India must understand the

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Investments ahead of demand. changing demands, and promote timing, seize opportunities, and anticipate future environment. They must have a sense of change. Business and country organization, and working with and identifying the core competencies of the action, quick decisions, commitment to

MNC leaders in India should demonstrate are great building features.

commitment to excellence, and to the best, enjoy and celebrate team victories, a before self, passion to win, to achieve, to take ownership for the vision of the company high-caliber professionals, or lead one if they

MNC leaders in India should build a team of

always act in a transparent manner.

Cooperations are, and must, therefore, and the political system than domestic, their company is more exposed to the media.