

S.D.E.

M.B.A. (E) SEM-III (2 Year Course) : WINTER - 2018

SUBJECT : BUSINESS POLICY AND STRATEGIC MANAGEMENT

Day : Friday
Date : 07/12/2018

W-2018-4747

Time : 10.00 AM TO 1.00 PM
Max. Marks : 70

N. B. :

- 1) Attempt ANY FOUR questions from Section I .
 - 2) Attempt ANY TWO questions from Section II .
 - 3) Answer to both the sections should be written in **SEPARATE** answer book. _
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SECTION - I

- Q. 1** What are organizational resources and capabilities? Why are organizational resources considered to be valuable? (10)
- Q. 2** Discuss the frame work for evaluating strategic alternatives. (10)
- Q. 3** Discuss Michael Porter's frame work for analyzing competition in an industry. (10)
- Q. 4** What is Value Chain Analysis? Explain how activities add value giving suitable examples. (10)
- Q. 5** Write short notes on ANY TWO of the following: (10)
- a) Ethics and social responsibility of business
 - b) Characteristics of objectives
 - c) Government as a regulator of business

SECTION - II

- Q. 6** A Reputed Industrial group consists of three companies devoted to the manufacture of a) FMCG Products b) Consumer durables c) Cosmetic Products. The corporate strategy is to start a fourth company (S.B.U), to offer technical services to the customers of first three companies. In the light of McKinsey's model, convince the corporate strategists, to have an organisation structure for the new company, quite different from other three companies. (15)
- Q. 7** Identify and justify the major corporate strategy alternative as well as the strategy sub-type, being employed by the concerned management in the following case, entering different activities one after the other: (15)
- Voltas Engineering Company starts manufacture of Air conditioners, starts manufacture of house hold air coolers and split air conditioners, starts manufacture of water coolers, enters into publication business.
- Q. 8** Taking an industry (Textile, Tourism, Air lines, Chemicals etc.) of your choice for reference, explain how any three companies in that industry are differentiating themselves from others. (15)

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