

Time: 3 hours

Max Marks: 60

Instructions: Attempt any 4 questions (from Q.1-Q.5). Question No. 6 is compulsory. All questions carry equal marks.

1(a) Explain the different kinds of business level strategies. State the type of business level strategy which might be used in the following cases:

- i. Small pizza place in crowded college,
- ii. Detergent manufacturing seeking to bring out new product in an established market
- iii. New mobile phone company

(6)

1(b) "Good strategy execution requires a team effort. All managers have strategy executing responsibility in their areas of authority and all employees are active participants in the strategy execution process." In the light of the above, discuss in brief, various measures which management should take to execute strategy effectively.

(6)

2(a) Explain the BCG Matrix. Identify the following products of Google Company in which quadrant of BCG matrix do they fall into:

- i. Google Search Engine
- ii. Google Ads
- iii. Google Wallet
- iv. Google Nexus Phone

(6)

2(b) Explain the kind of corporate level strategies which might be used in the following cases:

- i. Arvind forays into e-commerce space with custom clothing brand 'Creyate'.
- ii. An old company had been facing financial issues for many years and is willing to give up its independence in exchange for security.
- iii. Askme Bazaar is launching Askme Fresh (perishable grocery) and Askme Meds (health services)

(3*2=6)

3(a) Explain the type of offensive tactic highlighted in the following situations:

- i. Microsoft Corp. is offering free licenses for its database software to current Oracle Corp. customers in its latest effort to wrestle market share from its competitor.

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- ii. HUL introduces Knorr instant noodles to compete with Nestle Maggi.
- iii. Reliance trends attacked on Shoppers stop, lifestyle, big bazaar in terms of fashion, features, user preferences and anything that might interest the consumer.
- iv. Samsung Galaxy Note 9 attack on Apple iPhone X in terms of pricing, features, user preferences and anything that might interest the consumer.
- v. Mercedes-Benz attacked General Motors by targeting the prestige market. They purposely priced their luxury cars much higher as part of their campaign to represent Mercedes as a superior car.
- vi. Toshiba used superior technology to upgrade picture quality standards to launch a new range of televisions which used flat square tube technology. (6)

3(b) "It is no longer a company's ownership of capabilities which matter, but, what matter is its ability to make the most of available critical capabilities whether they reside inside or outside the company." In view of above, explain the steps involved in outsourcing process as suggested by Mark Gottfredson, Rudy Puryear, and Stephen Phillips in their research article 'Strategic Sourcing: From Periphery to the Core'. (6)

4(a) "A brilliant strategy can put a firm on the competitive map, but only solid execution can keep it there." In the light of the statement, explain the difference between strategy formulation and strategy implementation? (6)

4(b) Write short notes on the following

- Balanced Score Card
- Six Sigma

(6)

5(a) "Some decisions are made in a flash by one person (entrepreneur or CEO) who has brilliant insight and is quickly able to convince others to adopt his idea. Other decisions are develop out of a series of small choices that over time pushes an organization move in one direction." In the light of the above statement, explain the different modes of strategic decision making with the help of suitable examples. (6)

5(b) Assume you are in FMCG industry in India. On the basis of CAGE framework, rank the following countries in which you should expand out of Malaysia, Australia, Bazil, and China. Explain with suitable reasons. (6)

6. Meters Limited is a company engaged in the designing, manufacturing, and marketing of instruments like speed meters, oil pressure gauges, and so on, that are fitted into two and four wheelers. Their current investment in assets is around Rs. 5 crores and their last year turnover was Rs. 15 crores, just adequate enough to

breakeven. The company has been witnessing over the last couple of years, a fall in their market share prices since many customers are switching over to a new range of electronic instruments from the range of mechanical instruments that have been the mainstay of Meters Limited. The Company has received a firm offer of cooperation from a competitor who is similarly placed in respect of product range. The offer implied the following: (i) transfer of the manufacturing line from the competitor to Meters Limited; (ii) manufacture of mechanical instruments by Meters Limited for the competitor to the latter specifications and brand name; and (iii) marketing by the competitor. The benefits that will accrue to Meters Limited will be better utilization of its installed capacity and appropriate financial compensation for the manufacturing effort. The production manager of Meters Limited has welcomed the proposal and points out that it will enable the company to make profits. The sales manager is doubtful about the same since the demand for mechanical instruments in shrinking. The chief Executive is studying the offer.

- Q1. What type of strategy has been proposed by the competitive firm? What benefits Meters Limited will get by accepting the proposal? (4)
- Q2. What is stability strategy? Should Meters Limited adopt it? (4)
- Q3. What are your suggestions to the Chief Executive? (4)

END