Roll No.

Total No. of Pages : 04

Total No. of Questions : 17

MBA (2018 Batch) (Sem.–4)

CORPORATE STRATEGY

Subject Code :MBA-401-18

M.Code :77807

Date of Examination : 01-07-22

Time : 3 Hrs. Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

Write short notes on:

1. What is the significance of synergy for an organisation?
2. What do you mean by Matrix structure?
3. Give the meaning of corporate culture.
4. Differentiate between Strategy and Tactics.
5. Define Forward integration with the help of example.
6. Write a short note on GE nine cell frameworks.
7. What are the evaluation techniques for Strategic and Operational control?
8. Discuss resource allocation as a tool of strategy and strategic implementation.

SECTION-B

UNIT-I

9. What are the various levels of strategy? What is the role of a strategist?
10. Distinguish between SWOT and TOWS giving examples.

UNIT-II

11. Describe Porter's five forces model in detail. What are the driving forces and key success factors of a business?
12. Explain in detail the leadership, differentiation and focused strategies. What are the advantage and disadvantages of each?

UNIT-III

13. What do we mean by related and unrelated diversification? Explain the meaning of corporate restructuring.
14. Describe the harvesting and retrenchment combination strategies in detail.

UNIT-IV

15. Describe strategy-structure fit of an organization. How is resource allocation done?
16. Describe the organizational system and techniques of strategic evaluation.

SECTION-C

17. **Case Study :**

Sitting in the back of his chauffer driven car coming back from Ludhiana, Rohit was thinking what to do next. His road to success had not been easy and he had worked very hard. So, should he take it to the next level but then sometimes stagnancy in profits worried him and he thought otherwise.

He remembered that he had setup his first coffee shop in a high visibility location in a shopping hub in Chandigarh in 2004 with the help of his father and a venture capitalist who was a silent partner at a time.He after doing his graduation had followed in the footsteps of his father and decided to setup his business. He had taken help from his father and setup a nice little coffee shop "Coffee Cabana". The shopping hub boasted of best brands in India and the customer profile consisted of majority of middle - upper middle class from Chandigarh, Mohali and Panchkula.The high visibility of the shop ensured a good footfall not only of regular customers but also of walk-in customers.

Rohit was a Graduate in arts and he worked hard to increase his knowledge of coffee bean and blends and processes related to preparing them. Today because of that knowledge, he is able to offer his customers customization like no other shop in the area. He offer the coffee lovers opportunity to choose their coffee and grind them before handing them in for a fresh and unique coffee experiences. His shops "wall of frames" and his website was full of praises by the satisfied customers. This has also promoted him to delve his feet into selling unique coffee blends rather than only coffee. He offered concentrated blends like elaichi coffee, spice coffee and even some lightly mixed alcohol based coffees. Many international customers often came into his shop to order customize blends to take back homeand often requested refills online. Though, the side business was a good revenue earner, Rohithas never fully explored the potential of selling customized coffee blends. He was able to offer his superior service only because of his relationship with his suppliers who offered him best quality coffee and beans at a competitive price. His relationship with the suppliers ensured superior services. He has had such a strong relationship with his suppliers that he has never ever felt the need to enter into formal contract with his suppliers. He also hadconcentrated on other element of his services that was good courteous employee. Though hehad high attrition rate in service personnel yet good work environment ensured thatemployees were motivated and knew that customer was to be valued. His customization strategy could not work without a good quality customer contact employees. Over the years, Rohit has been able to develop some unique and patented blends of coffee and tea which has increased the popularity of his shop. The Chandigarh outlets, in its third yearof operation had become very popular with universities and college going student and was hang out specially on weekends. On weekdays it was a meeting place for the office people. The diversity of customer base ensures a steady stream of demand throughout the week. Rohit had been able to reach breakeven in the first three years of his operations and had in 2010 brought out his partner and converted the business to sole proprietorship.

Motivated by the success, he had opened up an outlet in Amritsar, Ludhiana and Jalandhar. Rohit had ensured that the blue print of the outlets in these three towns was same as that of one in Chandigarh so that the customer could associate the brand. This had given his brand a regional recognition "Coffee-Cabana". On demand of his customer, he had converted pure coffee shop into a snack and coffee outlet. Rarely he offered his customer a bare basic assortment of coffee compliments. This change concept of his coffee shop had led to him competing not only with other big coffee shops like Barista and CCD but also with other restaurants. In comparison to these big outlets, his product though customized was considered expensive as a result he was alienating the younger college and university students. This category considered the place as a special occasion place rather than a hangout place which was the case when coffee cabana was in

Chandigarh. His economies of scale were no match for these big restaurants of coffee chain.

Since the inception and start of the business in 2004 Rohit had taken every decision himself. He had been a true entrepreneur and believed in what his father had taught him i.e."if you want something done right, do it yourself". But increased scale of business taught him that he could not be everywhere and therefore though reluctantly he hired some MBAs to take care of other three outlets. However, he was still facing problems in integrating function of the four outlets.

Rohit had understood these challenges and was aware of them even when his operation was limited to only in Chandigarh. He considered these to be a part and parcel of the business. Hisis still in green *i.e.* making profits and therefore he thinks he had need not worrybut today he wanted more.

He had run into venture capitalist who had initially finance his business. His old partner had offered to help Rohit take his business international. Rohit had never thought of expanding further but the offer was certainly tempting and on his way back to Chandigarh, he was contemplating what to do.

Discussion Questions :

(a) What should he do? Expand or not?

(b) What means would be best suited?

(c) Conduct a SWOT and TOWS analysis for Rohit.

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

Roll No. [ ] Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.–4)

CORPORATE STRATEGY

Subject Code : MBA401/18

M.Code : 77807

Date of Examination : 07-05-2024

Time : 3 Hrs. **Max. Marks : 60**

INSTRUCTIONS TO CANDIDATES :

1. **SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.**
2. **SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.**
3. **SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.**

SECTION-A

1. **Answer the following :**

a) What do you understand by the term 'Environment'?

b) What is Corporate restructuring?

c) What is Industry analysis?

d) What is Concentric Diversification?

e) What are the steps in formulation of a strategy for a business?

f) What is BCG Model?

g) What is a Joint Venture?

h) Define TOWS.

SECTION-B

UNIT-I

2. What is Environmental Analysis? How would you carry it out for setting up a new garment business in Punjab? Discuss.

3. **Write notes on the following :**

a) Mission Statement

b) Objectives versus Goals

UNIT-II

4. Discuss any Business Level Strategy in detail with some real-world examples.

5. Discuss the major features and uses of VRIO Framework in detail.

UNIT-III

6. What are the implications of Strategic outsourcing for a business? Discuss.

7. Elaborate in detail the Product life cycle Matrix.

UNIT-IV

8. Explain the role of Leadership for any large-scale business.

9. What is Strategy Evaluation? Explain its relevance.

SECTION-C

10. **Read the following case study and answer the below mentioned questions:**

In our opinion, it does not make much difference if the resources raised from disinvestment strategy of public enterprises are used as receipts to be spent on education, health and employment generation schemes or used for retiring a part of the past public debt. In the case of disinvestment receipts being used for making worthwhile expenditure will result in a lower borrowing by the Government, that is, less increment in public debt; Disinvestment, especially the strategic privatisation of public sector enterprises, will ensure that the working of these enterprises will be governed by professional managers guided by market mechanism instead of being administered by bureaucrats. Functioning of these enterprises in the competitive environment of free markets will lead to higher efficiency and productivity. Privatisation will also lead to the closing down of unviable and sick public sector enterprises. A private company which buys such sick public sector units will benefit only from the real estate and assets of the sick public sector units. Privatisation of public enterprises through public sector disinvestment is also beneficial because this will enable these enterprises to attract private foreign investment in setting up joint ventures. It may be noted that capital inflow through private direct foreign investment is better than that procured through foreign aid or commercial borrowing from abroad. In support of privatisation of public enterprises it is also argued that it will end state monopolies in certain industries. State monopoly is said to be as bad and undesirable as private monopolies. The privatisation of some monopolistic public enterprises would infuse competition which will lead to increase in efficiency and productivity. As a result of privatisation underutilized capacity will be fully utilised. Disinvestment, especially privatisation of public sector enterprises, will ensure that the working of these enterprises will be governed by professional managers guided by market mechanism instead of being administered by bureaucrats.

Questions :

a) Summarize the case in your own words.

b) Discuss the advantages of Disinvestment Strategy.

c) Give your views against the Disinvestment Strategy.

d) As per the case, how Privatization Strategy is beneficial?

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student

Roll No. [ ]

Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.–4)

CORPORATE STRATEGY

Subject Code : MBA401-18

M.Code : 77807

Date of Examination : 28-04-2025

Time : 3 Hrs. **Max. Marks : 60**

INSTRUCTIONS TO CANDIDATES :

1. **SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.**
2. **SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.**
3. **SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.**

SECTION-A

1. **Write short notes on:**

   a) Levels of strategy

   b) Goals and Objectives

   c) Strategic group mapping

   d) Critical Success Factors (CSF)

   e) Corporate restructuring

   f) BCG Matrix

   g) Types of corporate culture.

   h) Balanced Score Card

SECTION – B

UNIT - I

2. *"The Seven-S frame work provides insight into an organization's working and help in formulating plans for improvement".* In the light of the statement, explain McKinsey's framework with the help of a diagram.

3. What are the components of external environment? Discuss various environmental scanning techniques in detail.

UNIT - II

4. a) Explain how porter's five forces analysis is useful in analyzing competition within an industry?

   b) What are the cores competencies for a successful organization? Suggest the measures to avoid failure and sustain competitive advantage.

5. What are business level strategies? Explain various focused and differentiation strategies with example.

UNIT – III

6. What is Diversification? What are its types? Explain reasons for diversification.

7. Write a detailed note on Product life cycle matrix with suitable examples.

UNIT - IV

8. What is strategic change? Explain the change process proposed by Kurt Lewin that can be useful in implementing strategies.

9. Describe the evaluation and control process of an organization. Also explain its importance. Is evaluation and control process appropriate for an organization that emphasizes creativity? Discuss.

SECTION - C

10. **Case Study on Tata Motors Nano to Roll out-**

The world's cheapest car, the widely awaited Nano, will be launched on 23-03-2009. Tata Mdtors will display the Nano at dealership from the first week of April 09 and will accept bookings from the second week of April 09. The launch of Nano whose potential to revolutionize the automobile industry has been widely acknowledged in India and abroad, will be one of the bride spots in a bleak landscape for the global automobile Industry. Sales have plunged by double-digit percentages, or worse, in markets across the world from US to China. In India, Nano's entry might lead to growth in the domestic market. The car may also find a niches abroad, as cash-strapped consumers are likely to look for bargains. In 2008, Tata Motors displayed the Nano at the Geneva Motor Show and plans to present the European version at the Show in March, 2009. It plans to sell Nano in Europe at 5000 Euros. Tata Motors will roll out 60000-80000 units of the Nano from another plant in Pantnagar in Uttrakhand till the Sanand unit is geared upto produce 2.5 lakh units a year. Tata Motors has began aggressively gearing up its distributions network to sell a car, which will primarily focus on semi-urban and rural areas. The base version of the Nano, which will be without an A.C. will be priced at around Rs. One lakh while the A.C. model will carry a higher price tag.

It is learnt that Tata Motors Finance is working on various packages through SBI and HDFC Bank, to offer competitive interest rates. Dealer of Tata Motors said that Company might take full payment for booking. Sona Koyo Steering Systems Executive Chairman said, "Nano is the awaited car, and therefore, its launch is welcomed by the world".

Questions :

a. Carry out an Environment analysis for Tata Motors.

b. With the launch of Nano car, will Tata Motors have Sustainable Competitive Advantage (SCA)? Justify your answer.

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

Roll No. | | | | | | | | | | | |

Total No. of Pages :04

Total No. of Questions : 10

MBA (Sem.–4)

CORPORATE STRATEGY

Subject Code : MBA401-18

M.Code : 77807

Date of Examination: 09-01-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write short notes on the following :

i. What is Corporate Restructuring?

ii. What is the significance of SWOT analysis in strategy formulation?

iii. What is Core Competence?

iv. Outline the Critical Success Factors for an organization.

v. What is the role of top leadership in defining organizational culture?

vi. Strategic intent is most vital step in strategic process. Explain.

vii. What is the importance of operational and functional plans in implementing the strategy?

viii. What is the role of value chain analysis in internal appraisal?

SECTION-B

UNIT-I

2. Explain the strategic management process in detail giving examples.

3. Distinguish between ETOP and PEST giving examples.

UNIT-II

4. Describe Porter's five forces model in detail. What are the driving forces and key success factors of a business?

5. How can a company build core competency? Why is it important to do so?

UNIT-III

6. Explain the concept of synergy, mergers and acquisitions citing Real life examples from the market.

7. Describe the harvesting and retrenchment combination strategies in detail.

UNIT-IV

8. Describe strategy-structure fit for an organization. How is resource allocation done?

9. Explain in detail, what is meant by strategic and operational control?

SECTION-C

10. Case Study :

Arvind was walking along the lake on his daily jog but his mind was somewhere else. He was reflecting on the disturbing conversation he and his father had this morning. His father had given him an ultimatum to either start the business he has been saying he wanted to set up for past one year or take up a job at a firm as was intended after his M.Com. Arvind was skeptical about trying and entering the hotel business. If he did, what positioning strategy must he take?

Background

Arvind, belonged to a service class family. His father was a Sr. Doctor in a government hospital and his mother was employed with a Bank. In 2011, Arvind, was about to appear for his final year exams of Bachelor of commerce, in a few months and his family was discussing his future. His parents were of opinion that Arvind should pursue further studies, get an M.Com and join a good Company. Arvind on the other hand was clear that he wanted to start his own restaurant business and become an entrepreneur. He did not know much about how to start a business and neither did his parents. So they convinced him to shelve that plan for a couple of years and try to get into a good business school which would help him understand the what's and how's of starting a entrepreneurial venture. Under family pressure he joined a local university.

In 2013, he passed his M.Com. Arvind had spent time well learning at college learning about businesses and how to start one. He got an offer to work for Airtel, complete with a handsome pay package but he convinced his family that he wanted to start his own business and so they should give him some time to follow his dreams. Arvind still remembers that after a week's discussion and arguments his parents had given in and given him a chance to try and set up his own business.

Arvind spent day and night in thought putting all his knowledge of business systems to work and gathering information about two industries, the hotel and restaurant businesses. Arvind even had a venture capitalist that was ready to give him all the monetary backing he needed. However, he wanted Arvind's family house as a collateral and for him to invest at least 30 percent of the capital he was asking for; Arvind liked the deal but was unable to decide upon the industry- where to break in, and how.

Hotel Industry

Arvind was happy to note that statistics indicated that hospitality as a sector was a growing sector. It contributed 6.23 percent to the National GDP and was likely to generate US $121.4 bn of economic activity by 2015. According to *World Tourism Organization estimates*, India is predicted to lead in South Asia with 8.9 million arrivals by 2020. This positivism in reports seemed to be backed by the Government policies which had started giving facilities like e-visas and specific funds for developing tourist circuits. These facilities should lead to good business. These policies and changes have provided the necessary boost to the Indian tourism and hospitality industry and seem to be attracting more and more foreign tourists every year. These facts motivated Arvind and he was ready to jump in the deep side of the pool.

However, on a friends suggestion he started looking the industry and a closer look at the industry indicated that this growth rate is rivaled by another fact that the demand supply gap in India is very real and that there is need for more hotels in most cities. This shortage is pan market but is especially evident in the mid segment market for safe, comfortable and affordable market.

It seemed to him that the industry was highly fragmented with some International brands on one side of the industry continuum and local entrepreneurs on the other side of the continuum of incumbents.The customer had a choice of either opting for international five star hotels like the HYATT / Westin / TAJ or go to local motels etc. The"entry of these foreign players through licensing and franchising model of business operation has led changed dynamics of the industry and stiff competition. These brands have changed the employee-to-room ratio and increase in the property costs even for the mid segment hotels. Chandigarh can boast of brands like Hotel Lalit in IT Park; Hotel JW Marriot; Taj and Park Plaza in the five star sector. The mid segment or three star and four star hotels were seriously under populated. The demand and supply was so skewed that most of the hotels in this segment in Chandigarh boasted of being run by 6 p.m. most of the weekends and by 8 p.m. on weeknights. This is because Chandigarh is at the base of Shivalik hills and is a break in journey points for people travelling for pilgrimage or for vacation be it to Vaishnodevi or Shimla. The imbalance of demand and supply backed by

customers need for security and safety has resulted in a new cluster of home grown entrepreneurs who had started letting out part or their houses to guests on nightly basis. They seem to have tied up with travel agents who bring in customers steadily. This new concept is becoming very popular with the tourists as the customer got a homely environment, taste of authentic local culture and also felt safer as compared to a motel. The cluster of range of hotels indicated towards a very demanding customer who fell in two categories i.e, the tourist and the other category was the corporate customer. Because of IT parks and other industries in Punjab and Haryana. Chandigarh was becoming a preferred destination for corporate clients as well. These clients too were very demanding and had international standards to compare services with. But nonetheless the industry is capital intensive, and for a large-scale entrance upfront investment in buildings, decor and furnishings, ICT infrastructure and staff is required.

This led to hotels demanding very customized and specific products to meet their client base. Therefore, the suppliers were also concentrated in the area and were able to provide customized and competitive services at a short notice. A brief survey of the area indicated to Arvind that on an average he could find 15 producers lo cater to organic foods' needs; there were 10 hospitality schools which could meet his skilled employee needs and also a wide range of complimentary tourist service providers. Many of these suppliers had even gone in for forward integration and started a farmhouse based guest house where they were giving customers a chance to be close to the nature.

The more Arvind explored the competitive dynamics of the industry more he got skeptical and started questioning where to enter and what should be his segmentation and targeting strategy. It has been eight months, Arvind has been trying to find an answer and is no closer to a decision than he was when he started.

However, his time of thinking had run out. His father today at the breakfast table told him to clean up his act and to either invest in a business or join company and start earning. His father had given him a week to act one way or another. He really wanted to start his own business rather than join a company. He just needed some help making sense of the industry and understanding where to start.

Discussion Questions :

i. What makes an industry attractive?

ii. Can a new entrant still enter an Industry if it is unattractive? How?

iii. Do a Porter's five forces analysis of the hotel business and suggest to Arvind what should he do. Also develop a industry strategic group profile and which cluster do you suggest he should enter and why?

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.