Sanjay Ghodawat University, Kolhapur

2019-20

Established as State Private University under Govt. of Maharashtra. Act No XL, 2017

Year and Program 2019-20 **School of Commerce and Management** **Department BBA**

BBA-III

Course Code MBC301 **Course Title: Strategic Management** **Semester – V**

Day and Date Monday 18/11/19 **End Semester Examination** **Time: 3 hrs, Max Marks: 100**

Instructions: 1) All Questions are compulsory. 10.30 am to 1.30 pm

		Marks	Level	COs
Q.1				
a)	True or False (any 5)	10	L1	CO1, CO2, CO3
	1) A strategy of a corporation forms a comprehensive master plan that states how the corporation will achieve its mission and objectives.			
	2) SWOT is an acronym used to describe the particular Strengths, Weaknesses, Opportunities, and Themes.			
	3) Strategic evaluation includes defining the corporate mission, specifying achievable objectives, developing strategies, and setting policy guidelines.			
	4) One of the global company operating in food services deciding whether to expand into manufacturing kitchen equipment in China. The level this decision likely to be made is business level.			
	5) In the value chain, primary activities are directly involved in the production, marketing and delivery of the product or service.			
	6) To obtain synergies between other organizations' resources and their own is the main reason why organizations enter alliances.			
b)	Answer the short questions (any5)	10	L1	CO4,CO5 ,CO6
	1) Identify Why has strategic management become so important to today's corporations			
	2) Define &List hierarchy of strategic intent.			
	3) Draw and list Porter's five forces			
	4) Identify the term Benchmarking and its significance			
	5) List down the roles of CEO in strategy formulation and implementation.			
	6) Define the term business process reengineering			

ESE

Q.2		Solve/answer the following			
	a)	Define strategic management and its scope and benefits	10	L1	CO1
		OR			
	a)	Identify strategy levels and substantiate with examples	10	L1	CO1
	b)	Summarise strategic management process and its elements with the help of diagram	10	L2	CO2
		OR			
	b)	Discuss a positive relationship between environmental scanning and profits with the help of PESTEL analysis	10	L2	CO2
Q.3		Answer the following			
	a)	Business strategy asks how the company or its units should compete or cooperate in each industry.Discuss with the help of Porter's generic strategies.	10	L2	CO2
		OR			
	a)	Every individual global organisation attempts to obtain synergy among numerous product lines and business units so that the corporate whole is greater than the sum of its individual business unit Describe with the help of strategies used at corporate level.	10	L2	CO2
	b)	The evaluation process ensures that a company is achieving what it set out to accomplish. Discuss steps in strategic evaluation process	10	L2	CO2
		OR			
	b)	Examine that strategic CSR (corporate social responsibility), lead to distinct corporate identity with the help of different responsibilities of business.	10	L3	CO3
Q.4		Answer any Two			
	a)	Kaplan and Norton argue for a "balanced scorecard," that includes non-financial as well as financial measures is a better tool of organizational health check-up.Substantiate	10	L3	CO3
	b)	Discuss the Six Sigma as an analytical method for achieving near-perfect results on a production line.	10	L3	CO3
	c)	Examine Mangement by objectives for its benefits to organisation	10	L3	CO3

Q.5 Answer any two

a) **Analyze in the following format and give title to the following case study:** 10 L4 CO4

Format :

- **Backstory**
- **Challenge**
- **Key moves**
- **Impact**

Wal-Mart, a US based retailindustry, which is known as the giant in the retail industry has survived and is still the huge enterprise in the world which deals with almost all the F&B products, apparels, etc.It is not only the largest company in world but also the largest company in the history of world (Fishman, 2006).

The present case is to understand and answer as what makes Wal-Mart the best in the industry.Wal-Mart dominates the American retailing industry due to number of factors like its business model which is still a mystery and its effectiveness in not letting the rivals let know about the weaknesses.

Wal-Mart made strategic attempts in the its formulation to dominate the retail market where it has its presence, growth by expansion in the US and Internationally, create widespread name recognition and customer satisfaction in relation to brand name Wal-Mart and branching into new sectors of retailing. It is learnt that Wal-Mart strives on three generic strategies consisting of Focus Strategy, the Differentiation Strategy and overall cost leadership. Managers strive hard to make their organisations unique, distinctive and identify key success factors that will drive the customers to buy their products.Thus, firm specific resources and capabilities are crucial in explaining the firm's performance. The Resource Based View (RBV) explains competitive heterogeneity based on the premise that close competitors differ in their resources and capabilities in important and durable ways. The company's capability can be found through its functionality, reliable performance, like Wal-Mart superior logistics (Helfat, 2002). Wal-Mart has firm infrastructure, well equipped in human resource with management professionals and technologically too.

ESE

Any organisations thrive hard to be successful for which it needs to have better resources and superior capabilities. Wal-Mart has strong RBV with economically and financially very strong enough to stand still in the time of crisis. Pereira states that dominating the retail market is its key strategy. Wal-Mart operates on low price strategy which is operated as every day low prices (EDLP) which builds trust among the customers (Brunn, 2006). The strategy lies in purchasing the goods at lower prices and selling the goods to customer at much lower prices, cutting the price as far as possible and increasing the profit by increasing the number of sales. This ferociously increases the competition in the market and Wal- Mart competes with all its competitors till it is dominant it the market.

Wal-Mart is expanding seriously and rapidly which is also its strategic goal. Wal-Mart has acquired many international stores and merged with some super stores like ASDA in UK. Wal-Mart far flung network of retail outlets has ensured that Wal-Mart interacts with and has impact on virtually every locality within US (Helfat, 2002). The expanded strategy has led the hunger of Wal-Mart to many European Countries. It is learnt that three countries with no Wal-Mart stores became part of corporation's international presence wherein the domestic retail chains were taken over by Wal-Mart The takeover strategy by Wal-Mart keeps the company at forefront when entering into the new market and the number of competitors is also minimized. The strategies have helped the Wal-Mart to rein in number one position in international countries making it the largest retailer in the world.

b) **Analyze in the format given below and give title to the following case study:** 10 L4 CO5

Format :

- **Backstory**
- **Challenge**
- **Key moves**
- **Impact**

"We know that 15 to 20percent of all goods in China are counterfeit," states Dan Chow, a law professor at Ohio State University. This includes products from Tide detergent and Budweiser beer to Marlboro cigarettes.

There is a saying in Shanghai, China: "We can copy everything except your mother." Yamaha estimates that five out of every six bikes bearing its brand name are fake.

Fake Cisco network routers (known as "Chiscos") and counterfeit Nokia mobile phones can be easily found throughout China. Procter & Gamble estimates that 15% of the soaps and detergents under its Head & Shoulders, Vidal Sassoon, Safeguard, and Tide brands in China are counterfeit, costing the company $150 million in lost sales.

In Yiwu, a few hours from Shanghai, one person admitted to a *60 Minutes* reporter that she could make 1,000 pairs of counterfeit Nike shoes in 10 days for $4.00apair.

According to the market research firm Automotive Resources, the profit margins on counterfeit shock absorbers can reach 80% versus only 15% for the real ones. The World Custom Organization estimates that 7% of the world's merchandise is bogus. Tens of thousands of counterfeiters are active in China. They range from factories mixing shampoo and soap in back rooms to large state-owned enterprises making copies of soft drinks and beer. Other factories make everything from car batteries to automobiles. Mobile CD factories with optical disc-mastering machines counterfeit music and software. *60 Minutes* found a small factory in Donguan making fake Callaway golf clubs and bags at a rate of 500 bags per week. Factories in southern Guangdong or Fujian provinces truck their products to a central distribution center, such as the one in Yiwu. They may also be shipped across the border into Russia, Pakistan, Vietnam, or Burma. Chinese counterfeiters have developed a global reach through their connections with organized crime.

As much as 35% of software on personal computers worldwide is pirated, according to the Business Software Alliance and ISDC, a market research firm. The worldwide cost of software piracy was around $34 billion in 2005. For example, 21% of the software sold in the United Statesis pirated. That figure increases to 26%–30% in the European Union, 83% in Russia, Algeria, and Bolivia, to 86%inChina, 87% in Indonesia, and 90% in Vietnam.

ESE

c)	A review of an organization's current mission and objectives must be made before alternative strategies can be generated and evaluated. Justify.	10	L5	CO6

*****

ESE