

Vidya Vikas Mandal's
Shree Damodar College of Commerce & Economics, Margao-Goa
SYBBA(FS), Semester-III (REPEAT), Semester End Assessment APRIL 2023
Course Code and Title: BFS GEC 6: STRATEGIC MANAGEMENT

Maximum Marks: 60

Duration: 2 Hrs.

Instructions:

- 1) Start each question on fresh page.
- 2) Figures to the right indicate maximum marks.
- 3) Q. 1 is compulsory.
- 4) Answer any four from Q.2 to Q.6.

Q.1. Answer ANY FIVE of the following:

(05*04=20 Marks)

- a) The key strategy elements helps to create an effective plan that matches the specific business needs. Explain the elements of strategy.
- b) The Porter's Five Force Model identifies and analyzes five competitive forces that shape every industry and helps to determine an industry's weaknesses and strengths. Illustrate.
- c) "TATA divested TOMCO and sold it to Hindustan Levers because it thought detergents and soaps weren't the company's core business". Explain the Retrenchment Strategy adopted by the companies in order to improve its overall performance.
- d) "Technology Industry reveals some of the top challenges that U.S. and UK tech leaders face when taking their companies global" Explain this statement with the relevant points.
- e) "Nestle's Maggi Noodles is considered as a cash cow for the Nestle company". Explain the BCG matrix with a help of suitable examples.
- f) There are seven internal factors of an organization that need to be aligned and reinforced in order for it to be successful. Briefly explain the McKinsey's 7S Framework.

Q.2. TATA Starbucks Private Limited is a Joint Venture between TATA Consumer Products and Starbucks Corporation which brings unparalleled experience to Indian customers. Starbucks made an alliance with TATA that could help Starbucks to expand and compete in globalized markets. Explain the different globalization strategies used by companies across globe.

(10 marks)

Q.3. Unilever is a large conglomerates company which have dozens or even hundreds of different products and product categories. How do organizations decide which of these to invest in, stay or exit from? Explain a suitable matrix that could help in structuring an organization's strategy into manageable segments.

(10 marks)

Q.4. Many companies and marketing managers have dedicated staff for strategy formulation. It is a very important process for the company, as it tells the future direction which the company has to take, and the way that the company can succeed. The 10 school of thoughts tell us how strategy formulation can be done. Explain. **(10 marks)**

Q.5. The different growth strategies are been used by the company when they wants to expand its business, improve its competitive position or when its current product lines are not profitable. Briefly explain the different growth strategies adopted by firms **(10 marks)**

Q.6. A car manufacturer notices that its top competitor has begun selling electric vehicle models. The company determines that to stay competitive, it must also begin offering electric vehicles as consumer interest in these Electric Vehicles continue to grow substantially. As a strategy analysts suggest steps to implement the strategic change. **(10 marks)**