

Roll No.

Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem-4)
CORPORATE STRATEGY

Subject Code : MBA-401-18

M.Code : 77807

Date of Examination : 27-05-2023

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 note on:

- a) Vision and Mission
- b) Mckinsey's 7S model
- c) Focused strategies
- d) Competitive advantage
- e) Concept of Synergy
- f) Product life cycle Matrix
- g) Strategic Leadership
- h) Strategic Control.

SECTION-B

UNIT-I

2. Discuss the steps in the process of strategic management. Explain the various levels at which strategy operates in an organization.
3. a) Elucidate SWOT analysis as a tool of environmental scanning.
b) Discuss the concept of PEST with example.

UNIT-II

4. What is internal environment analysis? Discuss the organizational capabilities in various functional areas in detail.
5. Write a detailed note on Porter's framework of competitive strategies with suitable examples.

UNIT-III

6. What do you understand by corporate level strategies? Explain in brief difference between Expansion and Retrenchment strategy.
7. Explain BCG growth share matrix and GE Nine cell matrix for portfolio analysis of organizations. Also, explain the differences between them?

UNIT-IV

8. What is strategy implementation? Discuss the concept of structure fit and also explain various issues in strategy implementation.
9. Discuss the organizational system of strategic evaluation. Explain various techniques of strategic evaluation with example.

SECTION-C

10. Case Study :

Tasty spices Ltd, the countries' biggest Spices marketer has decided to launch a hostile bid for France's major spice marketer Tastiano Limited. This is a rare ease of an Indian company making an unsolicited hostile bid for a foreign company. The Tasty Spices Ltd.

has competencies in Indian spices. The major destination markets for the Tasty spices Ltd. exports have been the Europe and America. The competencies of Tasty lie in Italian herbs and Spices. The Indian company with the takeover wishes to synergies its operations in the world market. It also wants to take advantage of the reach enjoyed by the Italian company in several countries where its products are not being sold presently. The move of hostile takeover follows Tasty's rejection to an agreement entered a year back. At that time Tasty was suffering losses and it offered majority shares at a price of Rs. 125. A total of 20% shares were transferred at that time. In one year Tasty was able to turn around its operations and the company made handsome profits in the last quarter. The promoters who have residual holding of 35% in the company are reluctant to transfer the shares now. They have rejected the agreement with a plea that the earlier offer price was not sufficient. Tasty spices Ltd has revised its offer to Rs.195. By this lucrative offer some of the large shareholders of Tasty reveal their interest for selling their stakes. On the other hand, Promoters maintained their position on this matter. Through the process of buying of shares in the market the Tasty spices Ltd. gradually consolidated its holding in Tasty at 45%. Being a major shareholder they were ready for a takeover. At the same time, Tasty Spices Ltd. was trying hard to improve the position so that they do not leave any space for Tasty's promoters in future.

Questions :

- a) What strategic alternative is followed by Tasty Spices Ltd.?
- b) Is the hostile takeover by an Indian company appropriate?
- c) Why the Tasty Spices Ltd is interested in this takeover?
- d) Why the promoters are reluctant to transfer the shares after the agreement?

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.