

MBA.IV/04.18.0188

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MBA(FT/TT) DEGREE IV SEMESTER EXAMINATION APRIL 2018

SMS/SMT 2401 BUSINESS POLICY AND STRATEGIC MANAGEMENT
(Regular/ Supplementary)

Time: 3 Hours

Maximum Marks: 50

PART A

(Answer *ALL* questions)

(5 × 2 = 10)

1. What is the importance of strategy for an organization?
2. Explain internal and external environmental analysis.
3. Write a note on competitive advantage.
4. What do you mean by turn around strategy?
5. Explain business process reengineering.

PART B

(Answer *ANY FIVE* questions)

(5 × 4 = 20)

6. How much should social responsibility be considered in evaluating an organization's over all performance. How can business self-interest also serve social interest?
7. Take a company of your choice and perform SWOT analysis. Based on your analysis specify one or two strategies for its growth.
8. Mission statement provides substantive guidance and vision statement provides inspirational guidance. Discuss.
9. Explain the five forces external factors that drive competition in industry with your own example.
10. Explain any five grand strategies and the context of their applicability.
11. How does competitive advantage and strategic choices differ in case of emerging company, growing company and declining company?
12. How can balanced scorecard be used for strategies and operational control?

(P.T.O.)

PART C(Answer *ANY TWO* questions)

(2 × 10 = 20)

13. Why are budgets, schedules and key success factors essential to operations control and evaluation?
14. P and G acquired an English soap company in 1926. But there was no substantial presence in European market. In 1954, a French detergent company was acquired and it established a plant in Belgium. Then PG was established in Holland and Italy. A Swiss subsidiary served as world export centre. In 1960's subsidiaries were opened in Germany, Austria, Greece, Spain and Scandinavian countries. In 1963 R and D centre was established in Brussels. By 1981 Europe represented 15% PG's and 11 billion worldwide sales. German and U.K subsidiaries were the largest, representing one fifth of company in European sales. France and Italy together accounted another 30% and remaining by other European countries.
- In 1955, P.G's overseas V.P laid important principles. Recognizing consumer needs and preferences differed by country he emphasized the importance of acquiring the same intense knowledge of local consumers as was required by him – 'washing habits vary widely from country to country. It needs to meet consumer demands in each nation. U.S formula will not sell all over the world'. He believed management policies and practices successful in U.S would be equally successful oversea as well. So he wanted the replica of P and G.
- (i) Offer your comments on the expansion strategy of P and G.
 - (ii) Do you approve the overseas U.P's management principles for the European operation of the company?
15. Name any one Indian company gone globally and explain its strategy for its success. Also discuss any one company that failed because of its wrong strategy.
