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MBA (IB) DEGREE IV SEMESTER EXAMINATION APRIL 2017**SMI 2401 INTERNATIONAL STRATEGIC MANAGEMENT***(Regular and Supplementary)*

Time : 3 Hours

Maximum Marks : 50

PART A(Answer **ALL** questions)

(5 × 2 = 10)

1. Briefly explain Strategic Management Process.
2. What is Environmental Scanning?
3. Mention any two techniques of strategic control.
4. Define SBU.
5. Elucidate the PEST analysis.

PART B(Answer **ANY FIVE** questions)

(5 × 4 = 20)

6. Explain Porter's Five Forces Model to analyse competitive forces in an industry environment.
7. Describe the BCG matrix.
8. What is portfolio analysis? Explain the components of portfolio analysis.
9. Describe the steps in strategic evaluation and control process.
10. In what ways can a corporation's structure and culture be internal strengths or weakness?
11. Explain the four generic building blocks of competitive advantage. How to achieve this competitive advantage and make it durable.
12. Explain the deciding overall policy for international business.

PART C(Answer **ANY TWO** questions)

(2 × 10 = 20)

13. Explain the issues associated with strategy implementation in an organization.
14. Explain the impact of international environment on formulation of strategy for multinational business.

(P.T.O.)

15. Case Study :

Strategic Leadership for Multinational in India.

Based on his experiences in Unilever and Pepsi Co India. P.M. Sinha (2002), the ex-CEO of Pepsi Co India, highlights some prerequisites for being a successful leader in a foreign MNC. (Multinational Corporation) Operating in India.

- (i) MNC leaders in India should reflect the personality of the MNC they work for, never compromising on the values the company stands for. The values have to be converted into the culture of the organization, where everyone is not only committed to, or believes in the values, but breathes the culture.
- (ii) MNC leaders in India should carefully understand the Indian environment, the policies of the country, the processes and the needs of the country. For an MNC to be successful in the long run, the leader must identify the MNC with national priorities, be seen to be a part of the Indian fabric, and put country gain before corporate gain organization must think in rupees and not dollars and he/she must lead the organization to meld with other Indian organizations. Hindustan Unilever, is an excellent example many people consider it an Indian company, and not the largest MNC in India.

Discussion Questions :

- (i) Describe the scenario enactment of the MNC leaders in India.
- (ii) Describe the resource enactment of the MNC leaders in India.
- (iii) How might the above elements of strategic leadership differ for the MNC leaders of the domestic companies in India?
