

## **MBA 10 R**

M.B.A. DEGREE EXAMINATION, JUNE 2013.

Second Semester

General, Finance, Marketing, HRM, IB, RM, Tourism

### **STRATEGIC MANAGEMENT**

(2012-13 Batch onwards)

Time : Three hours

Maximum : 100 marks

#### **SECTION A — (5 × 6 = 30 marks)**

Answer any FIVE questions.

1. State the concept of strategic management.
2. Explain the functional level strategies.
3. What is the significance in environmental appraisal?
4. Write a note on socio-cultural environment in analysing strategies.
5. What is meant by Bench-marking?
6. What are the generic competitive strategies?

7. Mention the role of strategic intent in various functional strategies.

8. Write a note on organisational design and change.

SECTION B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Discuss in detail the components of strategic management system.
10. Explain the various approaches to strategic decision making.
11. Discuss the significance of environmental scanning in strategic decisions.
12. Illustrate the Porter's five forces frame work.
13. Discuss the factors that threaten successful implementation of cost leadership strategy.
14. What are the three criteria for effective functional strategies? Give an example of each to classify your views.
15. Discuss the various issues in strategy implementation.
16. What do you mean by strategy evaluation? Elucidate the techniques of strategic evaluation and control.

organization must think in rupees and not dollars, and s/he 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 cast enactment of the MNC leaders in India.
- (iii) Describe the resource enactment of the MNC leaders in India.
- (iv) How might the above three elements of strategic leadership differ for the MNC leaders in India vs leaders of the domestic companies in India?

## SECTION C — (1 × 20 = 20 marks)

(Compulsory)

### 17. Case Study :

#### STRATEGIC LEADERSHIP FOR MULTINATIONALS IN INDIA

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

- (a) 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.
- (b) 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.



(c) MNC leaders in India should appreciate that their company is more exposed to the media and the political system than domestic corporations are, and must, therefore, always act in a transparent manner.

(d) MNC leaders in India should build a team of high caliber professionals, or lead one if they have inherited such a team. This team must take ownership for the vision of the company and its goals, and must put the corporation before self. Passion to win, to achieve, to enjoy and celebrate team victories, a commitment to excellence and to the best, are great binding features.

(e) MNC leaders in India should demonstrate action, quick decisions, commitment to identifying the core competencies of their organization, and working with and improving on them, with an ability to adapt to changing business and country environment. They must have a sense of timing, seize opportunities, anticipate future changing demands, and promote investments ahead of demand.

(f) MNC leaders in India must understand the market they operate in, the distribution system, the customer, the retail trade, and most important the front line.

(g) Commitment to training and development, ensuring the introduction of the latest technologies and processes, and flexibility to change and adapt to the needs of the customer must be the driving force.

(h) Imposing the best practices of the parent company, or even products successful outside India, or even the approach to motivating people, need to be tailored to India. Hence the MNC leaders in India must have a completely open mind.

(i) MNCs have to ensure that corporate image consistently improves, as in a borderless world, the image in one country affects the image globally. An MNC leader in India, therefore, has a responsibility, which crosses national boundaries and thus places greater burden on his/her shoulders.

(j) Finally, a leader in an MNC has to walk the talk. If the cost-effectiveness and lowest-cost operation is the company's target, the leader's personal lifestyle must reflect simplicity and not ostentation. S/he and the