

Reg No.: _____

Name: _____

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

Fourth Semester MBA Degree Regular and Supplementary Examination May/June 2023

Course Code: 20MBA202**Course Name: STRATEGIC MANAGEMENT**

Max. Marks: 60

Duration: 3 Hours

PART A*Answer all questions. Each question carries 2 marks*

Marks

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| 1 | Define Strategic decisions. | (2) |
| 2 | Describe Balanced Score Card. | (2) |
| 3 | List any 4 benefits of SWOT Analysis. | (2) |
| 4 | What is meant by Blue Ocean Strategy? | (2) |
| 5 | State Portfolio strategy. | (2) |

PART B*Answer any 3 questions. Each question carries 10 marks*

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| 6 | Explain the role of Top management and Corporate governance in Strategic management. | (10) |
| 7 | Explain Strategy implementation and describe the steps in the process of Strategy implementation. | (10) |
| 8 | Elucidate the SWOT Analysis method for environmental scanning. What is its role in the Strategic management process? | (10) |
| 9 | Explain Porters 5 Factor model of competitive strategy. | (10) |
| 10 | What do you understand by Mergers and Acquisition? Give a note on the various issues in implementing "merger strategies". | (10) |

PART C*Compulsory question. This question carries 20 marks*

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| 11 | Analyse the given case and answer the questions
Tata Motors rolled out world's cheapest car, the widely awaited Nano after much wait. The launch of Nano whose potential to revolutionize the automobile industry was widely acknowledged in India and abroad and was one of the | (20) |
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bright spots in a bleak landscape for the global automobile industry. In India, Nano's entry might lead to growth in the domestic market. The car also found a niche abroad, a cash-strapped consumers who were looking for bargains. Tata Motors also displayed the Nano at the Geneva Motor show and also presented the European version at the show in March, 2009. Tata Motors rolled out 60,000 – 80,000 units of the Nano from another plant in Pantnagar in Uttarakhand till the Sanand unit was geared up to produce 2.5lakh units a year.

Tata Motors aggressively geared up its distribution network to sell a car, which primarily focused on semi-urban and rural areas. The base version of the Nano, which was a non A.C one was priced at around Rs. one lakh while the A.C. model carried a higher price tag. Tata Motors Finance also worked on various packages through SBI and HDFC Bank, to offer competitive interest rates.

Bookings for Nano was on full swing across the country. Sona Koyo steering systems executive chairman said. "Nano is the most awaited car, and, therefore, its launch was welcomed by the world".

Case Study Questions:

- a) Carry out an Environment Analysis for Tata Motors and how far the company has been able to successfully meet the expectations in a strategic manner.
- b) With the launch of Nano Car, was Tata Motors able to have Sustainable Competitive Advantage (SCA)? Justify your answer.
