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Total Number of Pages : 02

IMBA  
16IMN705

7<sup>th</sup> Semester Regular Examination 2019-20

**CORPORATE STRATEGY**

**BRANCH : IMBA**

**Max Marks : 100**

**Time : 3 Hours**

**Q.CODE : HR372**

**Answer Question No.1 (Part-1) which is compulsory, any EIGHT from Part-II and any TWO from Part-III.**

**The figures in the right hand margin indicate marks.**

**Part- I**

**Q1 Only Short Answer Type Questions (Answer All-10) (2 x 10)**

- Define 'strategic management'.
- What do you mean by 'strategic intent'?
- Briefly explain Strategic Advantage Profile (SAP)?
- What is balanced score-card?
- Differentiate 'strategic planning' from 'tactical planning'.
- What do you mean by 'distinctive competencies'?
- Differentiate 'acquisition' from 'take-over' in the context of strategic management.
- State the barriers of strategy implementation.
- Give two examples of sustainable competitive advantage.
- Give two examples of horizontal integration in the context of strategy formulation.

**Part- II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)**

- Define 'strategy'. Explain step-by-step strategic management process.
- Discuss the Environmental Threat Opportunity Profile (ETOP) as a scanning technique of strategic environment.
- Explain various stability strategies with their applicability.
- Differentiate 'objectives' from 'goals' in the context of strategic management.
- Deduce a relationship between 'strategic capabilities' and 'core competency'.
- Explain various growth strategies with appropriate examples.
- Why some authors / researchers are not willing to accept 'focus' as a generic strategy? Explain generic strategies with matrix format.
- Explain any three retrenchment strategies with appropriate examples.
- What are the draw-backs of BCG matrix? How these draw-backs are nullified by GE matrix?
- "Organizational politics and power play an important role for appropriate implementation of strategy". Do you agree? Justify your answer.
- Explain various organizational structures that are essential to understand for strategic implementation.
- What do you mean by strategic evaluation? Explain various types of controlling in strategic management context.

### Part-III

#### Only Long Answer Type Questions (Answer Any Two out of Four)

**Q3** Differentiate 'mission' from 'Vision'. Explain the process of developing the mission statement. What are the characteristics of a ideal mission statement? **(16)**

**Q4** What do you mean by strategic environment? Explain, how the environmental scanning can be made by porter's five-force model? **(16)**

**Q5** Read the Case-let and answer the questions, given below the case-let: **(16)**  
**Strategic entry of Carrefour in South India**

France's Carrefour group, the world's largest retailer after Walmart, opened its first store in the south India in December 2009, challenging 'Metro' in the cash-and-carry business in India. Its German rival runs three cash-and-carry stores in the city like Bangalore. This was the Carrefour's fifth cash-and-carry store in India. Its first outlet opened in December 2010 in New Delhi, while the rest are in Jaipur, Agra and Meerut. Metro had entered the Indian cash-and-carry business through its store in Bangalore in 2003; later, its second store also opened in the city. Carrefour was planning to launch in Bangalore earlier but had to wait for clearances.

Carrefour's store, in the heart of the city, saw small traders queuing up in hundreds within hours of its opening. Metro's stores are on the outskirts, in Yeshwantpur, Kanakpura and Electronic City. Most of the first visitors to the Carrefour store were also frequent visitors of Metro's outlets in the city. Traders put their opinion that the Carrefour's location would be advantage for it. The facility is spread over 68,000 sq ft and has 10,000 stock-keeping units (SKUs) on display under the food and non-food category. The store had hired 170 employees. Prior to one week of opening, Metro opened its third store in Bangalore after a operating for a decade in the city. Carrefour has been cautious in its India expansion, mostly launching cash-and-carry stores. It has not been able to find an Indian partner yet for starting multi-brand stores though the Union government allowed up to 51 per cent foreign direct investment in the segment last year. By that time USA retail giant Walmart, with Bharti, had 20 cash-and-carry stores in India, Metro 16 and Carrefour five.

#### Questions :

- Justify, how Carrefour did scan the business environment successfully in India'
- Propose as a research consultant, the appropriate competitive strategies for the Carrefour to compete with the Indian brands.

**Q6** Write short-notes on :

- SWOT analysis **(8)**
- Mc Kinsey's 7s Framework **(8)**