(i) Printed Pages : 3 Roll No. ....

(ii) Questions : 10 **Sub. Code : 2 6 1 8 4**

Exam. Code : 0 5 0 2

Master of Commerce 2nd Semester

(2056)

BUSINESS POLICY & STRATEGIC MANAGEMENT

(Same for CDOE Candidates)

Paper : M.C. 206

Time Allowed : Three Hours] **[Maximum Marks : 80**

Note :— The students are required to answer **five** questions in all selecting at least **one** question from each unit. Each question will carry equal marks.

UNIT-I

1. (a) Trace the evolution of business policy as a discipline.

   (b) Discuss the Mintzberg's 5Ps of strategy. 8×2

2. Define strategic management. Describe the process of strategic management. 16

UNIT-II

3. Explain Porter's five generic strategies for competitive advantage with the help of relevant examples. 16

4. (a) Discuss the strategy and social responsibility.

   (b) Explain the role of ethics in strategy development. 8×2

5. Define vision and mission. State the vision and mission statement of any company of your choice. 16

UNIT-III

6. What is resource allocation? Discuss the various approaches to resource allocation. 16

7. What is McKinsey's 7S Framework? How can this framework be applied? What are the benefits of this framework for an organisation? 16

8. How is the performance of a strategy evaluated? State the problems encountered in measuring performance. 16

UNIT-IV

9. What is E-Commerce? Discuss the impact of E-Commerce on the global economy. 16

10. CASE STUDY:

Meters Limited is a company engaged in the designing, manufacturing, and marketing of instruments like speed meters, oil pressure gauges, and so on, that are fitted into two and four wheelers. Their current investment in assets is around Rs/- 5 crore and their last year turnover was Rs 15 crore, just adequate enough to break-even. The company has been witnessing over the last couple of years, a fall in their market share prices since many customers are switching over to a new range of electronic instruments from the range of mechanical instruments that have been the mainstay of Meters Limited. The company has received a firm offer of cooperation from a competitor who is similarly placed in respect of product range. The offer implies the following:

(i) Transfer of the manufacturing line from the competitor to Meters Limited.

(ii) Manufacture of mechanical instruments by Meters Limited for the competitor to the latter's specifications and brand name.

(iii) Marketing by the competitor.

The benefits that will accrue to Meters Limited will be better utilisation of its installed capacity and appropriate financial compensation for the manufacturing effort. The product manager of Meters Limited has welcomed the proposal and points out that it will enable the company to make profits. The sales manager is doubtful about the same since the demand for mechanical instruments is shrinking. The Chief Executive is studying the offer.

Questions:

(a) What is stability strategy? Should Meters Limited adopt it?

(b) What is expansion strategy? What is the implication for Meters Limited in case it is adopted?

(c) What is disinvestment strategy? Do you see it being practiced in the given case?

(d) What is your suggestion to the chief executive? 4×4