

9761

B.B.A. LL.B. (Hons.) 4th Semester 5 Year Course

wef (May 2018) Examination, May-2018

STRATEGIC MANAGEMENT

Paper-401- A

Time allowed : 3 hours]

[Maximum marks : 80

Note : Attempt four questions from Section-A (one question from each unit) and one compulsory case study from Section-B. All questions carry equal marks.

Section-A

Unit-I

1. Bring out the salient features of strategic management and highlight its importance for an organisation.
2. Describe the essential characteristics of a mission statement. How is it different from a vision statement ?

Unit-II

3. Which factors should be considered in strategy formulation ? Which problems are encountered in this process ?

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4. Write a detailed note on BCG matrix. What are its advantages and short comings ?

Unit-III

5. Explain the important issues involved in strategy implementation. Why is organisational structure so important in strategy implementation ?
6. Discuss the meaning and characteristics of organisational culture. How does it help in designing organisational structure ?

Unit-IV

7. Which are two major sources of funds for a company ? Which important issues should be considered while arranging funds ?
8. Which kinds of barriers are faced in strategy evaluation and control ? How can these barriers be overcome ?

Section-B

Case Study

9. After 40 years of peddling hospitality through its chain of luxury hotels, a famous oberoi name was about to be transformed into a consumer products brand. East India Hotel drew up a plans to become a multi-product, multi-divisional empire through a series of diversification moves.

The expansion will see the high profile hotel group venture into unfamiliar terrain-food processing, edible oils, tissue paper and health care. These were to be in addition to the existing software division.

The management was restructured. More professional were brought in to take charge of operational responsibilities and serve directors were relieved of their operational duties in order to pay full attention on diversification.

In the first move a variety of processed foods, covering every meal from breakfast to dinner besides chocolates, spices and mineral water. But could a service name be used to sell food products? The plan was to target only the up market by feeding and nourishing the brand's reputation. Edible oils, for instance, were to be positioned as a product of speciality cooking. The oberoi brand name was also planned to be extended to international quality tissue papers. They also planned to set up a 250 bed, Rs. 40 crore hospital. The Oeroi software division started selling its hotel management packages in the domestic market and planned to enter the international market using an international tie-up.

What linked these projects together was the fact that each of them was to have the expertise of foreign collaboration with an equity stake in joint ventures.

Moreover the hotel business was part of the main blueprint and three-star hotels were to come up at 18 locations in India with a joint venture with ACCER of France. The international presence was also to be strengthened through hotels at Budapest, Indonesia and Saudi Arabia.

Q. 1. Did East India Hotels capitalize on its strengths in its growth plan?

Q. 2. What were the internal and external weaknesses that the company had to overcome in its growth model? How?