



BRAINWARE UNIVERSITY

Course –MBA

Strategic Management (MBA201)

(Semester – 2)

Time allotted:3 Hours

Full Marks : 70

[The figure in the margin indicates full marks. Candidates are required to give their answers in their own words as far as practicable.]

Group –A

1. Answer the following questions 10 x 1 = 10

i) Porter's Five Forces Model is applied

- (a) In case of composite business environment
- (b) In case when a company is making continuous losses
- (c) In case when a company is taking series of wrong decisions
- (d) In case of a competitive environment

ii) Strategic decision is taken at

- (a) Corporate level (b) Business level (c) Operation level (d) all of the above

iii) SBU's in 'Stars' category requires

- (a) Heavy investment (b) Less investments (c) More marketing (d) Both (a) and (c)

iv) In growth-share matrix, vertical axis represents

- (a) Business portfolio (b) Relative market share (c) Market growth rate (d) Both (a) and (b)

v) One of the components of Strategy is

- (a) Geographical location (b) Market homogeneity (c) Long term direction of the company (d) Borrowed capital

vi) Internal limitations can be classified as organization's own

- (a) Strengths (b) Weaknesses (c) Opportunities (d) Threats

vii) Considering strategic planning, 'Organizations purpose' statement is known as

(a) Vision statement (b) Mission statement (c) Value proposition (d) Both(a) and (b)

viii) The criteria of Strategy and Planning is

(a) Strategy is rigid while the planning is flexible (b) Planning is rigid while strategy is flexible (c)

Both are rigid (d) Both are flexible

ix) Balanced Score Card model was developed by

(a) Peter Drucker and Elton Mayo (b) Robert Kaplan and David Norton (c) Shiv Khera and C.K.Prahlad (d) Del Carnegie and David McClelland

x) Marketing strategy starts with

(a) Targeting (b) Market segmentation (c) Positioning (d) Differentiation

Group – B

[Answer **any three** questions from the following]

3 x 5 = 15

2. State two strategic management tools usually applied in the industry.
3. Discuss strategic management process.
4. Discuss BCG Matrix with examples from modern business environment.
5. Draw a comparison between Joint Venture and Strategic Alliance.
6. Discuss GE Matrix briefly with a diagram.

Group – C

[Answer **any three** questions from the following]

3 x 15 = 45

7. Describe a model on competitive strategy.
8. Discuss the concept of Strategic Intent.
9. Discuss with the help of an example the turnaround strategy.

10. Write short notes on (a) McKinsey's 7S framework (b) PEST analysis (c) Strategy versus Planning.

11. Eicher Motors Ltd. was set up by Mr. Vikram Lal as early as in 1948, and was engaged in manufacturing truck, tractor, motorcycles, components, footwear, and garments, but none was a market leader. It has its head quarter at Gurgaon, Haryana, having fifteen businesses under its portfolio including the once iconic brand Royal Enfield. Royal Enfield Bullet had earned people's confidence especially the youngsters due to its gorgeous, Powerful, muscular and sturdy look, durability, and the vroom. From early 1994, suddenly the revenue of Bullet started falling steeply due to the inception of Japanese fuel efficient, colourful, and less costly bikes like Honda, Kawasaki, Yamaha in Indian market. This robust and unicolour, and traditional looking bike could not face the competition and slowly pushed to the path of extinction. In 2000, the management came almost to a decision either to close down the production or to hive-off this brand in the face of revenue decline, loss of shareholders' confidence, and apathy of banks and the financial institution towards the company. Under this criticality, the management brought young Siddhartha Lal, an Automobile Engineer, as CEO of Royal Enfield to explore turnaround of this glorious brand. At the outset, Mr. Lal had faced serious problems in generating mammoth fund for the facelift of Bullet since it required a colourful and smart look, fuel efficient engine, and at the same time its original ruggedness, masculine and durable outfit. The company was also desperately thriving to become a significant global player in the middle-weight segment (250 cc to 750 cc) of motorbikes. Siddhartha Lal could translate all the above dreams into reality and make a successful turnaround of the brand. Now, Royal Enfield Bullet is the king of Indian road, and has attained a vibrant growth in Latin American and South East Asian markets. The weak dealer network has been strengthened by him to achieve an efficient distribution system in Indian market.

Q i) As a part of Turnaround strategy, how could Mr. Siddhartha Lal manage generation of huge fund required for the face lift of Bullet? [9 marks]

Q ii) What else decision could have been taken by him to revive the brand? [6 marks]