

Oct '09

SYBMS  
IJ9AEX

Strategic Mgt.

Time : 2 Hrs.

Max. Marks : 60

- NOTE :** 1) Attempt Section I and ANY 3 questions from Section II  
2) All questions in Section - II carry equal marks.  
3) Figures to right indicate full marks.

**SECTION I**

**Q. 1 Define following concepts (ANY FIVE)**

(15)

- 1) Corporate Strategy
- 2) Functional Strategy
- 3) Strategic Planning Process
- 4) Strategic Business Unit (SBU)
- 5) Environmental Scanning
- 6) Competitive Advantage
- 7) Differentiation Strategy
- 8) Creating Synergy
- 9) Integration Strategies
- 10) Strategic Evaluation

**Q. 2 Case Study**

Maruti Udyog Ltd. a subsidiary of Suzuki Motors Corporation Ltd., Japan was the first foreign car to hit the Indian roads way back in 1990. For about two decades Maruti 800 - the 'Value for money' car has been a maruti leader, since then. The company has added many more models to their product range like Omni, Gypsy, Alta, WagonR, Baleno, SUV, Grand Vitara, XL7, Swift and Swift Desire to name a few.

According to Maruti Udyog's vision statement, its goal is to include maintaining leadership in the automobile industry creating customer delight, increase in shareholder's wealth and being a PRIDE OF INDIA.

Among the development challenges need for shorter cycle time is always at the top. Management wants to be able to launch a new model faster and reduce the time required. Another challenge is co-development. Maruti works closely with its global team and suppliers on the development of new platforms and product freshening. Other challenges include streamlining the process of vehicle localization and enhancing quality and reliability. These changes directly to PLM (Product life cycle Management), with simultaneous process management, information management and support from Global Collaborations. Discuss PLM strategies for Maruti - 800 to maintain market leadership.

(15)

**SECTION II (Attempt ANY THREE)**

- Q.3** State the importance of strategic Management for business organisation. (10)  
Briefly discuss the benefits of strategic management for business organization.
- Q.4** What is PESTLE Analysis and how does it help to achieve corporate objectives? (10)
- Q.5** Critically examine the usefulness of BCG matix as a tool of strategic management. (10)
- Q.6** Explain the competitive advantage 5 force model of Michael Porter. (10)
- Q.7** Illustrate and explain the importance of McKinsey's 7S frame-work in strategic management. (10)
- Q.8 Explain in brief (ANY TWO) (10)**
- 1) Organisation structure of a multi-product company.
  - 2) Product Life Cycle Strategies.
  - 3) Examples of Growth and diversification strategies.
  - 4) Role of leadership in strategic management.

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