

Seat No. : _____

XW-105

Five Year M.B.A. Integrated (K.S.)

April -2013

5th M.B.A.

Strategic Formulation & Implementation – II

Time : 3 Hours]

[Max. Marks : 70

1. (a) Explain in detail the major difference between crafting and executing the strategy. Give three examples of companies who have successfully crafted and executed their strategies with details of how have they achieved this. **6**
- (b) Explain value chain activities in detail. Explain in detail using three Indian corporate example of how has internet technology helped in delivering various value chain activities. (Note : All the three corporates should be operating in different industries.) **8**
2. Write short notes on any **two** of the following give relevant example for each : **14**
 - (a) Strategies available to companies which are already diversified.
 - (b) Strategic fit analysis and resource fit analysis.
 - (c) Related and unrelated diversification with its relation to economies of scope and economies of scale.
3. (a) Differentiate between multinational and global business. Explain 'cross market subsidization' as a strategy for competing in globalizing markets. **7**
- (b) Discuss the possible reasons for expanding production facilities to a foreign location. **7**
4. (a) Explain strategic options for entering in foreign market. **7**
- (b) Discuss Moorre's thesis of 'chasm', along with an example of your choice. **7**

5. Read the following caselet and answer the following questions :

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- (a) Suggest internal organizational changes to promote strategy execution.
- (b) Describe an appropriate corporate culture that supports the strategy implementation.

Glaxo Smith Kline (GSK) is a large multinational pharmaceutical business. It spends billions of dollars each year researching for new medicines. It aims to launch several new drugs for medical purpose each year, including cancer drugs and one for reducing risk of heart failure. However, sales of existing products are being increasingly affected by the rise of 'generic drugs' made by the companies that copy the successful GSK formula when the patent period has ended. Internal business structure has to be adapted to deliver strategies for improved sales, increasing Research Productivity, patients access to new medicines for all the emerging market units. Growing markets of Brazil, Russia, Indian and China (BRIC) have been identified as a unit to increase sales.
