

Seat No. : _____

LC-114

April-2014

5th MBA (K.S.) (Integrated)

Strategic Formulation & Implementation - II

Time : 3 Hours]

[Max. Marks : 70

1. (A) 'Foreign markets offer an opportunity to transfer the host country competitive advantages to other markets.' Discuss the statement with respect to firms competing internationally. 7
(B) How is global competition different from multi-country competition ? How is their strategic position different ? Give relevant examples for each. 7
2. (A) Give some examples of emerging industries of the current times. What strategies would you recommend for such industries ? 7
(B) How do runners up firms compete against the market leaders and which are the positions that it could take up as a competitor within the industry ? 7

OR

Along with an example of your choice elaborate the End game strategies that Crisis ridden businesses may follow.

3. (A) Which strategic tools are used by companies for continuous improvement ? Discuss in detail with suitable examples. 7
(B) Bring out the difference between strong and weak culture. Also illustrate its effect on strategy implementation. What could be the probable liabilities of having an excessively strong culture in the organization ? 7
4. Write detailed notes on any **two** of the following : **14**
 - (1) Unrelated diversification appraised based on three tests for Diversification with at least two examples.
 - (2) Role of competences and capabilities in building a capable organization.
 - (3) 'Structure follows strategy' as a thumb rule.

5. Answer the following questions based on the information given :

(A) Asian Paints Limited is an Indian chemical company headquartered in Mumbai, India. It manufactures a wide range of paints for decorative and industrial use. Asian Paints is India's largest paint company and Asia's third largest paint company, with a turnover of ₹ 96.32 billion. It is one of the largest paint companies in the world and operates in 17 countries. Paint brands owned by the company are : Ace & Apex, Apcolite, Apex, Apex Ultima, Asian Paints, Colour Next, premium Gloss Enamel, Royale, Royale Play, Touchwood, Tractor Emulsion, Utsav.

Asian Paints uses the dominant-business diversification strategy. Despite being cash-rich, Asian Paints did not diversify into other businesses. Instead, it used cash to add new product categories to its portfolio of products and worked to grow these segments.

In case, a company like Asian Paints wants to diversify, what strategies are available for entry into new businesses ? How is narrow diversification different from broad diversification ?

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(B) With the growing advent of internet technology, more and more companies are using IT generously for a variety of their value chain activities. Using three corporate examples (detailed examples), try to show how internet technology is contributing to various value chain activities. Also list the common mistakes made by most dot-com companies in their early stages.

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