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MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
EXAMINATION : JUNE/JULY- 2022
SEMESTER - IV

Sub: Corporate Policies and Strategic Management (MBA- 405)

Date : 30/06/2022

Total marks: 60

Time: 10.00 am to 12.30pm

SECTION - I

Q. 1. Fill in the blanks. (05)

1. The fundamental purpose for the existence of any organization is described by its

- | | |
|-------------------------|-----------------------|
| a) Strategic Management | b) Business Mission |
| c) Business Policy | d) Corporate Strategy |

2. _____ acts as a guide in decision making process

- | | |
|---------------|--------------|
| a) Policy | b) Strategy |
| c) Governance | d) Procedure |

3. A _____ is a series of steps to be followed.

- | | |
|--------------|-----------------|
| a) Policy | b) Strategy |
| c) Procedure | d) Coordination |

4. The timescale for performance appraisals are usually _____

- | | |
|----------------|-------------|
| a) Three Years | b) Monthly |
| c) Quarterly | d) One Year |

5. Harvest strategy, in BCG matrix, is used for _____

- | | |
|---------------------|-------------------|
| a) Dogs | b) Question marks |
| c) both 'a' and 'b' | d) Cash cows |

Q. 2. Answer the following. (Any Two) (20)

1. An organization has to translate its purpose into long term objectives and short term goals for realizing its mission. Comment on this statement.

2. What do you understand by grand strategies? Write a detailed note on different types of grand strategies.

3. Explain how is G.E Nine - Cell matrix is different from BCG Matrix?

4. "Leader must lead in all phases of Strategy Management." Do you agree with this statement? Justify your answer.

Q. 3. Write notes on. (Any Two) (10)

1. Functional strategy

2. Organizational culture

3. Joint venture

4. SWOT analysis

SECTION - II

Q. 4. Case Study

(15)

Chiplunkar & Co, is an accounting firm in a small city with a population of 2.5 lakh numbers. This is a partnership firm. The partners predicted faster growth in data processing business than in their normal auditing and tax business. However, they have noted that most of their clients were too small to use an electronic computer individually. So they foresaw the need for a single cooperative computer center servicing several companies.

Opportunity

The partners of the firm reacted that their intimate knowledge of the procedures and the needs of several of these companies plus the specialized ability of one partner in data processing put them in a unique position to operate such a center.

Competition was anticipated from two directions:

- i. New models of computers much smaller in size were expected to enter the market. It was anticipated that even if the clients could rent such equipment, they would still need programmers and other specialized skills, which they do not possess.
- ii. There is a possibility of telephone hookups with some leading service centre from an established company.

However, the partners felt that their local and more intimate knowledge of each company would give it an advantage over such competition. So the cooperative computer center looked like a propitious niche.

Market Development

The main obstacle for establishing such center was developing a relatively stable volume of work that would carry the monthly rental on the proposed computer. A local insurance company was by far the best prospect for this purpose as it might use half the computer capacity and then the work for other smaller companies could be fitted into the remaining time.

One partner devoted almost his entire time working out on details of proposed deal with insurance company while the other two partners supported him through their established accounting practice.

Questions:

1. Do you justify the change in strategy made by Chiplunkar and Co.? Explain
2. What should be the master strategy of the firm?
3. Suggest a suitable title for the above case.

Q. 5. Answer the following:

(10)

- a) Describe Michael Porter's five Forces Model of competition with the help of suitable example and also explain how it is useful in making strategic choice.

OR

- b) What steps are involved in Strategic Management Process? Explain the function of each one of them in details.