

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH
Vidyavihar, Mumbai- 400077
Program: PGDM COM (Batch2016-18) and PGDM FS (Batch2016-18), Sem.-III
Subject: Strategic Management
(End Term Examination)

Maximum Marks: 50.
Duration: 3 hours

Date: March 30, 2017

Instructions

1. Attempt Q 1 and any **Three** of Q 2 to Q 6
2. Question 1 carries 20 marks, all other questions carry 10 marks each
3. Conceptual clarity will influence evaluation of answers.

Q: 1 Kapoor Automobiles, a Pune based company, were manufactures of Shock Absorbers for some of the well known brands including some International automobile manufactures. They had a technical collaboration with Sephanto, a well-diversified Japanese auto component manufacturer and also Manufactured shock absorbers for various applications such as two wheelers, tractors etc Kapoor Auto had a strong brand image for their high quality shock absorbers and superior customer service. However their sales were erratic because of dependence upon demand from their customers, It was a family managed Company and all aspects of business were controlled by the Managing Director Mr.Roshan Kapoor and a team of experienced and trusted managers who were with him since inception of the Company 20 years ago.

Once every year the team met at a high profile resort for developing annual Business Plans that were approved by the MD after his inputs. They followed 'Management by Objectives' for their business plans

Mr. Kapoor's eldest son Vedant, fresh with an MBA from Harvard had recently joined the Company. He was not satisfied with the planning process, as according to him their planning Process does not take into account fast paced environmental changes and leaves them vulnerable to competition Mr. Roshan Kapoor did not agree. He felt that such planning suited only large multinational organizations They have been quite successful with their own planning based on Management by Objectives. No competitor has been able to match quality of their shock absorbers as well as customer service so far, nor is likely to in the near future. The Company's balance sheet was very healthy.

Vedant was not satisfied. At his insistence the MD agreed for a presentation by Vedant to the Board of Directors The presentation would answer the following questions:

- i. Was a formal strategy formulation process required for a small company? What will be the benefits?
- ii. Explain step by step the Strategic Management process the Company should follow.
- iii. Future growth strategies the Company should follow.

As a Management Consultant, you are required to prepare detailed presentation for Vedant.
Your answer would be valued as a whole.

- Q: 2 Discuss the concept of Porter's Value Chain. How does a detailed analysis of value chain help an organization create a competitive advantage.
- Q: 3 Discuss why acquisitions have become a popular route for growth and expansion of a firm? What are some of the common problems organizations face after an acquisition of another firm? Discuss some of the rules an organization may follow for a successful acquisition.
- Q: 4 Almost every industry is undergoing a change at fast pace. Employees of a firm, however, resist change. Why? Discuss, giving examples, how do successful companies manage change.
- Q: 5 Explain why a highly successful company may go sick and how some of them have been successfully revived, Discuss the role of leadership in their revival.
- Q: 6 Write short notes on any **one** of the following: i. Blue Ocean Strategy ii. Vision and Mission statements
iv. Porter's Generic Strategies for developing a competitive advantage
