PART A

Q.1: Expand the following terms:  

1. EFQM  2. SEA  3. CSF  4. CIM  5. DFMA  6. ETOP  7. FDI  8. GATT  

Q.2: Link & Connect the following correctly:  

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<table>
<thead>
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<tbody>
<tr>
<td>i.  Michael Porter</td>
<td>(a) Surveillance</td>
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<td>ii. Igor Ansoff</td>
<td>(b) Enduring Purpose</td>
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<td>iii. Peter Drucker</td>
<td>(c) Core Ideology</td>
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<td>iv. Mission</td>
<td>(d) Competitive Forces</td>
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<td>v. Vision</td>
<td>(e) MBO</td>
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<td>vi. Goals</td>
<td>(f) Measurable</td>
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<td>vii. Strategy</td>
<td>(g) Forward Looking</td>
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<td>viii. Strategic Control</td>
<td>(h) Pioneer of Strategy</td>
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Q.3: Write briefly on following: (Any Four) 

1. Experience Curve  
2. Zero Based Budget  
3. Backward Integration  
4. Liquidation Strategy  
5. Conglomerate Diversification  
6. Spin Off
Q.4: State True or False 8 Marks

1. Forward Integration helps a firm gain control over sales & prices of its existing products.
2. Rolls-Royce Automobile is an example of “Focus” Strategy.
3. Corporate Restructuring involves destroying old paradigms, old ways of doing things & starting all over a fresh.
4. The major outcome of training is learning new habits, refined skills & improve performance.
5. “Differentiation” takes place only in the form of design & not in the form of image or customer service.
6. Weakness is an inherent limitation & hence it does not create a strategic disadvantage.
7. Quick Ratio is a non-liquidity ratio.
8. When buyers view products as commodities rivalry does not intensify because buying decisions are guided by price, service etc.

Part B

Answer any 3 out of 5 questions:

Q.5: 16 Marks

a. Define competitive advantage. What are the features of competitive advantage?
   b. What are the various strategic routes to build competitive advantage? Give examples from industry.

Q.6: Write Short Notes on: (Any Four) 16 Marks

1. BCG – Matrix
2. 5 Forces Model
3. McKinsey’s 7 S model
4. Balanced Score card
5. Reengineering
6. SBU Structure
Q.7: 16 Marks

a. Define “Differentiation Strategy”. When companies should pursue differentiation strategy?

b. What are the benefits & risks of differentiation Strategies?

Q.8: 16 Marks

a. What is “Segmentation Strategy”? Explain the various types with examples.


Q.9: Explain in brief: (Any Four) 16 Marks

1. Strategic Control & Types
2. Bargaining Power of suppliers
3. Merger & its types
4. Operations Strategy
5. Benchmarking

Part C 20 Marks

An Indian Automobile company with Japanese Alliance on technology is in great trouble & has made Rs. 270 crs. loss during 2009-10. Managing Director has no alternative but to beat the odds & come out of red. The Company is having one big plant at Gurgaon & very good distribution net-work all over India. Company does outsourcing for few of its components.

Market conditions have been incredibly tough & sales have been almost stagnant throughout the industry. Competition has become even tougher with new entrants coming in & overall economy is sluggish. Under the circumstances company has to turnaround for survival.

a. What do you suggest for “turnaround”?

b. Suggest effective Supply-Chain strategies to bring in enhanced performance.

c. Suggest effective “Marketing Strategies”.

d. Suggest effective HR strategies. Do you think VRS could be one strategic tool?