

**Roll No.**

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**Total No. of Questions : 15**

**MBA (2015 to 2017) (Sem.-4)**  
**STRATEGIC MANAGEMENT**  
**Subject Code : MBA-401**

**Time : 3 Hrs.**

**Max. Marks : 60**

### INSTRUCTION TO CANDIDATES :

- 1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.**
- 2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt ANY ONE question from each Subsection.**
- 3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.**

## SECTION-A

1. Ge 9 cell framework
2. TOWS matrix
3. Strategic advantage profile
4. Mission statement
5. BCG matrix
6. Strategic evaluation

## SECTION-B

## UNIT-I

7. Strategic intent is most vital step in strategic process. Critically examine.
8. Discuss external environmental scanning techniques using an industry example.

## UNIT-II

9. What are different components of strategy? Discuss mergers and acquisitions as a model for development of strategy.
10. What does internal appraisal includes? Discuss at length the financial parameters.

### UNIT-III

- 11. Write detailed notes on expansion and retrenchment as corporate level strategies.**

12. Discuss the role of core competence while framing competitive strategies.

#### **UNIT-IV**

13. Discuss resource allocation as a tool of strategy and strategic implementation.  
14. Discuss the role of organization structure in strategic management.

#### **SECTION-C**

**15. Case Study :**

Nokia was the world's dominant and pace-setting mobile-phone maker. Today, it has just three per cent of the global smartphone market, and its market cap is a fifth of what it was in 2007. What happened to Nokia is no secret : Apple and Android crushed it. But the reasons for that failure are a bit more mysterious. Nokia had been a surprisingly adaptive company, moving in and out of many different businesses—paper, electricity, rubber galoshes. In 1990s, it successfully reinvented itself again. For years, the company had been a conglomerate, with a number of disparate businesses operating under the Nokia umbrella; in the early nineteen- nineties, anticipating the rise of cell phones, executives got rid of everything but the telecom business. Even more strikingly, Nokia was hardly a technological laggard—on the contrary, it came up with its first smartphone back in 1996, and built a prototype of a touch-screen, Internet- enabled phone at the end of the nineties. Nokia was acclaimed for its marketing, and was seen as the company that had best figured out how to turn mobile phones into fashion accessories

The car once touted as the world's cheapest, Tata Nano, seems to be running into a dead end as sales and production is down to a trickle. The poor demand has resulted in Tata Motors dealerships not placing new orders for the car in the last three to four months. Launched in 2009 to much fanfare, Tata Motors sold 30,350 units of Nano in FY 10, as per Society of Indian Automobile Manufacturers (SIAM) data. Interestingly, the sales more than doubled in FY 11 to 70,432 units, but quickly reached a plateau in the following year (FY 12) with only 74,521 units sold. Tata Nano, touted as the World's Cheapest Car and Ratan Tata's dream venture, has probably seen the end of its lifecycle. The company has plans to bring production to a complete halt following minuscule sales.

There was zero production reported during the month of January 2019. Similarly in terms of sales, there were no sales of the Nano in domestic markets in January 2019 while in January 2018, sales stood at 62 units. It was also in terms of exports that the company failed to ship a single unit of the Tata Nano in January 2019.

**Question :**

Do a strategic analysis of where Tata Motors went wrong with Nano?

**NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.**