

STRATEGIC MANAGEMENT

(For students admitted in 2014 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

Answer the following: (05 X 10 = 50 Marks)

- 1 How vision is different from mission statement?
OR
- 2 Discuss the importance of scanning technological environment.
- 3 Compare and contrast BCG matrix and GE nine cell matrix.
OR
- 4 The TOWS matrix is an effective tool for situational analysis. Explain.
- 5 What do you mean by strategic fit? Explain its relevance in diversification.
OR
- 6 Discuss how vertical integration can create value by enabling a firm to exploit its valuable, rare and costly to imitate resources and capabilities.
- 7 Explain why resource allocation should always be based on strategic priorities.
OR
- 8 Illustrate a policy, an objective and an operating strategy in your personal career strategy.
- 9 What are the key considerations in monitoring deviation from performance standard?
OR
- 10 What are the qualitative and quantitative criteria available for evaluating organizational strategy?

SECTION – B

(Compulsory Question)

01 X 10 = 10 Marks

11 **Case study:**

According to Coach's website, the company has built a distinctive style and prestigious image over the past 40 years to develop a reputation as "America's preeminent designer, producer and marketer of fine accessories and gifts for women and men including handbags, business cases, luggage and travel accessories, wallets, outerwear, eyewear, gloves, scarves and fine jewelry". Coach employs a multi-channel distribution strategy to reach its customers including company owned stores, boutiques in the stores of prominent specialty retailers both within the United States and abroad and the company operates an online store. Consumers who purchase Coach products are generally willing to pay the premium price due to the superior quality of Coach's product as well as the perceived prestige of owning a Coach product. Coach stresses these features in their advertising campaigns and regularly allows movies and television shows to favorably feature Coach products in appropriate scenes. Over the last five years, Coach has partnered with automobile manufacturers such as Lexus to produce automobiles with Coach interiors. In an effort to expand its international reach, Coach intends to increase its international distribution and is expanding into Japan through Coach Japan, Inc. a joint venture with a local company that will allow Coach to control international distribution and to maintain a consistent brand strategy domestically and abroad.

Questions:

- (a) Discuss how vertical integration can create value by enabling a firm to exploit its valuable, rare and costly-to-imitate resources and capabilities.
- (b) Identify the sources of cost advantage.
- (c) Discuss different types of strategic alliances with their strategic implications.
