

(i) Printed Pages : 3

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(ii) Questions : 10

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Master of Commerce 2nd Semester

(2053)

BUSINESS POLICY & STRATEGIC MANAGEMENT

(Same for USOL Candidates)

Paper – M.C. 206

Time Allowed : Three Hours]

[Maximum Marks : 80

Note :— Attempt any *five* questions selecting at least *one* question from each unit. Each question carries **16** marks.

UNIT—I

1. What do you mean by sustainable competitive advantage and what strategic approaches do the organisations need to adopt to achieve such competitive advantage ?
2. What are the implications and limitations of strategic management process ?

UNIT—II

3. Discuss differentiation strategies. When do differentiation strategies work best ?
4. What is turnaround strategy ? Discuss approach to turnaround strategy.

5. Highlight the role of strategies in promoting ethical climate in an organisation.

UNIT—III

6. What is resources allocation and how strategic budgeting helps in allocation of resources ? Also explain the problems encountered in resource allocation.
7. What are the barriers to strategic evaluation and control ? How these can be overcome ?
8. "There is a close relationship between strategy formulation and strategy implementation" — Do you agree ? Explain the same with examples.

UNIT—IV

9. What are the various forces that fuel e-commerce in today's world ? Also highlight the impact of e-commerce on organisation.
10. Tata Motors have been eyeing the Indian passenger market for a long time. During earlier times, their brands such as Tata Sumo were well received; the company had a very low share in the Indian passenger car market due to stiff competition from Maruti. Tata Motors came up with Tata Indica, which mirrored Maruti's products and challenged Maruti's dominance in small car market. Inspired by the success of Indica, Tata launched the Tata Nano, the world's cheapest car in March 2009. Critics were of the view it could not be possible due to the low cost of the car.

Tata Nano's modular design is one of the most innovative aspects, it can be shipped separately and assembled in any region. Tata Motors has begun aggressively gearing up its distribution network to sell a car, which has primarily focussed on semi-urban and rural areas. The base version of the Nano without an A.C. was priced around Rs. One lakh while A.C. version carried a higher price tag. However, the fanfare with which Nano was launched did not show much result, the car was not well accepted by the masses despite the low prices, it started selling in discounts like any other car in the Indian market.

Tata as a company was concerned about the same and were trying to rework out strategies for revival of the market share and to fit into the vision of the company.

Read the above case and answer the following questions :-

- (a) By using a SWOT analysis outline the failure of the car in the Indian market.
- (b) What was the type of strategy Tata's adopted during the launch of Nano ?
- (c) Help the company in working out a suitable strategy for the success of the car.
- (d) What in your opinion is the future of such cars in Indian markets ?