

- (i) Printed Pages : 4 Roll No.
- (ii) Questions : 10 Sub. Code :

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- Exam. Code :

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Master of Commerce 2nd Semester
(2054)

BUSINESS POLICY & STRATEGIC MANAGEMENT

(Same for USOL Candidates)

Paper : M.C.-206

Time Allowed : Three Hours]

[Maximum Marks : 80

Note :— The students are required to answer **five** questions in all, selecting at least **one** question from each Unit. Each question will carry equal marks.

UNIT—I

1. (a) Trace the evolution of business policy as a discipline.
(b) Discuss the Mintzberg's 5Ps of strategy. 8×2
2. What is strategic management process ? What steps are involved in it ? 16
3. "Strategic management has both general and specific role in management." Explain. 16

UNIT—II

4. Explain the Porter's five generic strategies with the help of relevant examples. 16
5. Discuss the concept of corporate social responsibility. Explain the role of ethics and social responsibility in strategy development. 16

UNIT—III

6. What is resource allocation ? Discuss the various approaches to resource allocation. 16
7. How does strategy affect structure ? How various organisation structures become hindrance in strategic implementation ? 16
8. What is the role of evaluation and control process in strategic management ? Explain the various techniques of strategy control. 16

UNIT—IV

9. In a technology dominated world what are the new business models that have emerged in recent times ? What do you understand by virtual value chain ? 16
10. **Case Study :** Back in 2004, General Electric's (GE's) top-management team was going through its annual strategic planning review when the management team came to a sudden realization : six of the company's core businesses were deeply involved in

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10. **Case Study :** Back in 2004, General Electric's (GE's) top-management team was going through its annual strategic planning review when the management team came to a sudden realization : six of the company's core businesses were deeply involved in

environmental and energy-related projects. What was particularly striking that GE had initiated almost all these projects in response to requests from its customers. They initiated a data gathering effort. They tried to educate themselves on the science behind energy and environmental issues, including greenhouse gas emissions. At the same time, GE talked to government officials and regulators to try and get a sense for where public policy might be going. This external review led to the conclusion that energy prices would likely increase going forward, driven by rising energy consumption in developing nations and creating demand for energy-efficient products. The term also saw tighter environmental controls, including caps on greenhouse gas emissions, as all but inevitable. What emerged from these efforts was a realisation that GE could build strong businesses by helping its customers to improve their energy efficiency and environmental performance. Thus, was born GE's 'Ecomagination strategy'. First rolled out in 2005, the Ecomagination strategy cut across businesses. The corporate goals were broken into subgoals and handed down to the relevant businesses. Performance against goals was reviewed on a regular basis, and the compensation of executives was tied to their ability to meet the goals.

The effort soon started to bear fruit. These included a new generation of energy-efficient appliances, more efficient fluorescent and LED lights, a new jet engine that burned 10% less fuel, a hybrid locomotive that burned 3% less fuel and put out 40% lower emissions than

its immediate predecessor, light weight plastics to replace the steel in cars, and technologies for turning coal into gas to drive electric turbines, while stripping most of the carbon dioxide (CO₂) from the turbine exhaust. By the end of its first 5-year plan, GE had met or exceeded most of its original goals, despite the global financial crisis that hit in 2008. Not only did GE sell more than \$20 billion worth of eco-products in 2010, according to management, these products were also among the most profitable in GE's portfolio.

Questions :

- (1) Where did the original impetus for GE's 'ecomagination' strategy come from ? What does this tell you about strategy making ?
- (2) To what extent did GE follow a classic SWOT model when formulating its 'ecomagination' strategy ?
- (3) By most reports, GE's 'ecomagination' strategy has been successfully implemented. Why do you think this is the case ? What are the key lessons here ?
- (4) If GE had not pursued an 'ecomagination' strategy, where do you think it would be today ? Where might it be 10 years from now ?

4×4