

Reg. No. :

**Question Paper Code : 10277**

M.B.A. DEGREE EXAMINATIONS, APRIL/MAY 2019.

Third Semester

BA 5302 — STRATEGIC MANAGEMENT

(Regulation 2017)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. What is strategy?
2. Define corporate social responsibility.
3. What is competitive advantage?
4. What do you understand by core competencies?
5. Explain stability as a strategy.
6. What is balanced score card?
7. What is organizational politics?
8. Why is resource allocation important in strategy implementation?
9. What are the objectives of non-profit organization?
10. Identify the need for innovation in business organisations.

PART B — (5 × 13 = 65 marks)

11. (a) Explain strategy formulation process.

Or

- (b) Describe social responsibilities of business.

12. (a) Describe Porter's five forces model.

Or

(b) Explain how managers can build competitive advantage for their firms.

13. (a) Explain McKinsey 7s framework.

Or

(b) How do you prepare ETOP?

14. (a) How do you design strategic control systems?

Or

(b) What are the best tools to enable effective strategy implementation?

15. (a) How do organisations promote innovation at workplace?

Or

(b) Describe new business models in an internet economy.

PART C — (1 × 15 = 15 marks)

16. (a) Honda Motor Company (further Honda or Company) is a Japanese motorcycle, automobile, aircraft and engine manufacturer. The Company was founded in 1948 by Soichiro Honda, as an automotive parts manufacturer. Honda later moved to manufacturing motorcycles and has become the world's largest motorcycles manufacturer in 1959. In 1962, Honda started manufacturing automobiles and was the first company to launch a dedicated luxury brand, Acura, in 1986. The Company is now the 8th largest auto manufacturer in the world. Over the years, the Company has ventured into many industries and is now manufacturing jets and robots. Honda always highlighted that its core business is engines and all the products the company has ventured in is built around them. Company has been growing significantly over the past few years, mainly due to its automobile business. The SWOT of Honda is given under.

Strengths

- Competence in engine manufacturing - company's core product.
- Diversified product portfolio.
- Dominance in motorcycle and engine industries leading to a high brand awareness.
- Strong position in Asia's motorcycle markets.

Weaknesses

- Dependence on North America to generate most of the revenue
- Low investments in research and development (R&D) leading to innovative products.

Opportunities

- Increasing government regulations.
- Improving U.S. economy.
- Timing and frequency of new model releases.
- Low fuel prices are increasing the demand for pickup trucks and SUVs.

Threats

- Increased competition.
- Rising Japanese Yen exchange rates.
- Natural disasters.

Questions :

- (i) Based on SWOT , do you think Honda is in difficult situation?
- (ii) What strategy do you suggest to Honda?

Or

- (b) Bengaluru-based Ultraviolette Automotive Pvt Ltd, which is developing electric mobility solutions, has received ₹ 6 crore from TVS Motor Company, which is part of the ₹ 11 crore Series A funding from TVS Motor Company. It had received the first tranche of ₹ 5 crore from TVS Motor Company in December 2017.

Ultraviolette Automotive is currently building an electric motorcycle that is driven by progressive design and energy efficient technology that will outperform traditional ICE motorcycles in the 200-250cc segment. The additional investment will be deployed for continued product engineering and further expansion of its core R&D team and facility.

“At TVS Motor Company, we are committed to creating offerings with best-in-class quality and cutting-edge technology that delights the customer. As a responsible manufacturer, we see immense promise in Ultraviolette Automotive’s vision of bringing innovative and sustainable electric vehicles in India” K. Gopaladesikan, CFO, TVS Motor Company said in a statement.

Commenting on the investment, Narayan Subramaniam, founder CEO, Ultraviolette Automotive, said, "This investment is a validation of TVS Motor Company's faith in our product and the progress we have made so far with our motorcycle. We are building a high performance electric motorcycle that will be enabled with smart features such as on-board diagnostics, preventive maintenance, over the air upgrades and ride customisation".

Established in 2016, Ultraviolette Automotive was founded by Narayan Subramaniam and Niraj Rajmohan. The company was born out of the unique vision of creating top-of-the line mobility solutions, that's; driven by progressive design and energy efficient technology.

Questions :

- (i) Examine the future outlook for Ultraviolette company.
- (ii) Is TVS right in making investment in Ultraviolette?

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MBA  
2017