

6. Elaborate any three of the following concepts clearly using rich illustrations, examples, and scenarios : (3×6)

- (a) GE portfolio matrix
- (b) Role of leadership in strategy implementation
- (c) Strategic control and evaluation
- (d) Strategic gap analysis



[This question paper contains 8 printed pages.]

Your Roll No.....

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Name of the Paper : Business Strategies

Name of the Course : **Bachelor of Management Studies**

Semester : VI

Duration : 3 Hours

Maximum Marks : 90

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
 2. Attempt any **Five** questions.
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1. (a) Define vision and mission statements. Analyze how a clearly articulated vision and mission can enhance employee motivation and foster deeper engagement within an organization. (9)

(b) Conducting a comprehensive internal analysis is essential for organizations seeking to build and sustain a competitive advantage. Discuss the key strategic tools and frameworks used to assess a firm's internal environment. Using an example from the Indian FMCG sector, apply one of these frameworks to demonstrate how it helps in identifying core strengths and weaknesses, and explain how these insights can be used to develop effective business strategies? (9)

2. (a) Why is external environment scanning critical for organizational success? Discuss its relevance using Porter's Five Forces Model as a framework for industry and competitive analysis. (9)

Analyze the strategic rationale behind this acquisition as a mode of international expansion. What factors made acquisition the preferred entry strategy for Tata Motors? Apart from acquisition, what other methods can an organization use to expand into international markets? (9)

5. (a) Select a well-known company and demonstrate how it might use the BCG Matrix to evaluate its product or business units. How can the insights from this analysis guide the company's strategic decisions regarding investment, growth, or divestment? (9)

(b) How can an organization effectively utilize the Grand Strategy Selection Matrix to choose between strategies when operating under high market growth but weak competitive position? Illustrate with a real-world example. (9)

an effective international expansion strategy?
Discuss the key factors they must consider when choosing their market entry mode in Southeast Asia versus Africa. (9)

4. (a) Integration strategies enable companies to control more stages of their value chain. Vertical integration (either backward or forward) and horizontal integration can lead to cost efficiencies and improved market control, but they also entail significant risks and complexities.” Discuss the strategic rationale behind integration strategies. Compare vertical and horizontal integration, highlighting their potential benefits and drawbacks. (9)

(b) Tata Motors, a leading Indian automobile company, entered the European market by acquiring the iconic British brands Jaguar and Land Rover.

(b) A boutique winery based in Napa Valley in California is navigating complexities within its value chain that hamper its potential for organic growth. The winery faces a 20% decline in direct-to-consumer sales and a 15% increase in production costs, exacerbated by global supply chain disruptions and a competitive local market saturated with established brands. Internally, the organization struggles with operational inefficiencies and a lack of digital marketing strategies, impacting its ability to expand its customer base and improve margins. The primary strategic objective of the organization is to enhance its value chain efficiency and adopt innovative marketing strategies to drive organic growth and increase market share within the luxury wine market.

Give your views to improvise the boutique winery Value chain complexities and suggest some strategies for improvement. (9)

3. (a) Cost leadership is one of Porter's Generic Competitive Strategies, enabling firms to gain a competitive edge by offering products or services at a lower cost than competitors. What specific steps can an organization take to implement a cost leadership strategy effectively, and how can it ensure that this approach leads to long-term competitive advantage without compromising quality or customer value? Support your answer with relevant examples. (9)

- (b) XYZ Corporation, a mid-sized consumer electronics firm from Europe, has experienced steady growth domestically but now faces market saturation. To

sustain its growth, the management is considering international expansion into emerging markets in Southeast Asia and Africa. However, XYZ Corporation is conscious of the significant differences between its home market and these regions. To assess the challenges, the company is utilizing the CAGE distance framework. Early analyses indicate substantial cultural and economic disparities, as well as regulatory differences, which require tailored entry strategies. The management team is now tasked with choosing the optimal market entry mode—whether to form joint ventures, opt for franchising, or establish wholly-owned subsidiaries—while mitigating risks and leveraging local advantages.

Based on the scenario, how should XYZ Corporation apply the CAGE framework to develop