

576411(76)

**M. B. A. (Fourth Semester) Examination,
April-May 2022**

(New Scheme)

(Management Branch)

CORPORATE STRATEGY (New)

Time Allowed : Three hours

Maximum Marks : 80

Minimum Pass Marks : 32

Note : Attempt either part (a) or (b) from each question in Section-‘A’. Section-‘B’ is compulsory. All question in Section-‘A’ carry equal marks (14 marks each).

Section-‘A’

1. (a) What is Strategic decision-making? Enumerate the major issues in strategic decision-making.

14

[2]

Or

- (b) Mention the characteristics of a good mission statement. Differentiate between Vision and Mission statement. 14
2. (a) What is the rationale behind performing a SWOT analysis? Enumerate the pitfalls of using the SWOT analysis indiscriminately. 14

Or

- (b) Write short notes on : (any two) 14
- (i) Blue Ocean Strategy
 - (ii) Value Chain Analysis
 - (iii) Balanced Score card
3. (a) Explain Porter's five forces model of competition in an industry. 14

Or

- (b) Write short notes on : (any two) 14
- (i) Stability Strategies
 - (ii) Cost Leadership Strategy
 - (iii) Merger and Acquisition

[3]

4. (a) What are the various issues which need to be addressed during implementation of strategies. 14

Or

- (b) Write a descriptive note on the nature, need and development of functional plans and policies. 14
5. (a) Describe the application of the techniques for strategic control. 14

Or

- (b) Write a descriptive note on the nature and importance of strategic evaluation. 14

Section-'B'

6. **Case Study :** 10

Read the following case and answer the question given at the end :

Changing tastes and preferences of customers, upward mobility, rising disposable income, availability of a variety of products and services, lifting of the quantitative restrictions on imports, and increasing exposure to international standards have led to a retail revolution in India. The Mumbai-base Akbarallys is conscious of these developments.

[4]

A pioneer of the concept of shopping under one roof, Akbarally Ebrahimji set up a 300-sq ft drug store in 1987 that today has metamorphosed into a sprawling retail chain. There are five department stores at different locations in Mumbai generating sale of more than ₹ 50 crore. The 32 counters stock more than 20,000 products ranging from electronic goods to garments.

The strong points of the retail chain are the range of products offered and convenient locations that are overshadowed by its cramped and shoddy interiors and poor service. But recent makeover in decor and managerial actions at enhancing employee skills and merchandising offer scope for improving the profitability. Focus is on stocking products like garments that have a higher margin as compared to food and drugs that do not. Competition is imminent from local retail brands and international chains contemplating entry into India. A strategic option is to go in for franchisee arrangements in major metropolitan cities. The aim is to establish a mall as an anchor store surrounded by well-known retailers. Another project is to set up the Akbarally Institute of Retailing affiliated to the University of Bombay.

[5]

The business is managed wholly by the three Khorakiwala brothers and their children. The second-generation family members are professionally trained in management. The senior positions are manned by professionals. Besides retailing, the family is also into furniture centers in Mumbai.

The challenge before the family business is to keep changing itself to remain on the top.

Question :

Analyze the retailing operation of Akbarallys from the viewpoint of strategic management. Do you feel that the organization is geared to face new challenges? What needs to be done additionally to secure continued success?