(c) Key steps in Strategic control

(d) Characteristics of corporate, business and functional level strategic management decisions.

[This question paper contains 8 printed pages.]

Your Roll No..............

Sr. No. of Question Paper : 1030 **L**

Unique Paper Code : 2922063601

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 in all.
3. Each question carries equal marks.

1. (a) How do social or environmental goals in a company's mission statement impact short-term profitability versus long-term success? (9)

(b) Explain how value chain analysis can be utilized to implement a differentiation strategy, using examples from a specific industry. (9)

2. (a) Compare Porter's Diamond Model with the CAGE Framework, how do they complement each other in international business strategy? (9)

(b) Amul spurred India's White Revolution, which made the country the world's largest producer of milk and milk products, and has since ventured into overseas markets too. Amul's competitive advantage stems from a set of significant factors starting with its unique three-tier cooperative structure - Village level, District level and State level which eliminates middlemen and connects millions of milk producers directly to consumers. This enables cost leadership, high-quality products at affordable prices, an extensive distribution network, and strong brand equity. Apart from the

Tata evaluated its portfolio for resource allocation and overall direction.

(a) Using the BCG Matrix, classify TCS, Tata Motors, and Tata Steel into appropriate categories and recommend resource allocation strategies. (9)

(b) Position Tata, Group on the Grand Strategy Selection Matrix and suggest an overall corporate strategy. Justify how these tools complement each other for Tata's multi-SBU structure. (9)

6. Write short notes on **any three** of the following : (3×6=18)

(a) Significance of organizational structure in strategy implementation

(b) Role of organizational leadership on strategic choice

The leadership must carefully assess both strategic benefits and execution challenges before proceeding.

Question – Evaluate the proposed merger and identify the key factors that will determine its success or failure. (9)

5. Tata Group, a diversified conglomerate with strong competitive positioning across industries like steel (Tata Steel), IT services (TCS), and automobiles (Tata Motors), faced varying market growth rates. During the post-Covid times, TCS operated in a high-growth global IT market with dominant market share, generating substantial cash flows. Tata Motors struggled in a slow-growth passenger vehicle segment with declining share post-Jaguar Land Rover (JLR) acquisition challenges, while Tata Steel faced moderate growth in infrastructure but weak competitive position due to rising imports. Facing economic slowdowns,

structure Amul has maintained a clear position in the customer's mind, the Amul 'butter girl' has remained relevant for over 50 years, like none other. The brand's promotion has been well received and boasts of massive viewership and customer following. The company has one of the largest milk processing and distribution networks for a wide variety of milk products including curd, cheese, butter, paneer, buttermilk, yoghurt and ice-cream.

Apply the Resource-based view and classify each of the resources as VRIO and explain in this light what kind of competitive advantage they generate for Amul in the Indian dairy market. (9)

3. (a) Examine the concept of diversification and evaluate the conditions under which related and unrelated diversification create value. (9)

(b) FabricWeave Ltd., an Indian textile manufacturer, is facing declining demand due to competition from fast fashion brands and changing consumer preferences. Currently, the company operates as a supplier and has limited control over pricing and distribution.

To improve its position, the management is considering backward integration into raw material sourcing to reduce costs and ensure quality. It is also evaluating forward integration by launching its own retail outlets and e-commerce platform to reach customers directly.

While integration could provide greater control over the value chain, it requires substantial investment and new capabilities. There is also a risk of conflict with existing buyers if the firm moves into retail. Additionally, volatile raw material prices and uncertain demand patterns add complexity to the decision.

Evaluate the feasibility of integration strategies for FabricWeave Ltd. Which approach should the firm prioritise? (9)

4. (a) Critically analyse the strategic rationale behind mergers and acquisitions and how they can add value to the both the concerned parties. (9)

(b) FreshChoice and DailyNeeds, two mid-sized FMCG companies in India, are considering a merger to strengthen their market position. The merger is expected to create economies of scale, enhance distribution networks, and improve bargaining power with suppliers.

However, there are concerns about cultural integration, redundancy of roles, and regulatory approvals. Previous mergers in the industry have shown mixed outcomes due to poor integration and unrealistic synergy expectations.