

FINAL EXAMINATION

June 2016

*P-15(BSCM)
Syllabus 2012*

Business Strategy and Strategic Cost Management

Time Allowed: 3 Hours

Full Marks: 100

The figures in the margin on the right side indicate full marks.

SECTION – A

(50 marks)

(Business Strategy)

Answer Question No. 1, which is compulsory, carrying 20 marks.

Further, answer any two Questions from the rest of the questions in this section, each carrying 15 marks.

1. (a) State three operative levels of strategy in corporate management structure. How they help the management?
(b) What are the guidelines to be followed to make competitive advantage more sustainable?
(c) Benchmarking exercise is based on 'best exercise' and not on 'best performance' – Explain in brief.
(d) Write the key roles of a senior strategic leader as a global thinker. Give a suitable example.
(6+2)+6+3+3=20

2. Hero Honda joint venture formed in 1984 is a classic case of strategic alliance involving the Indian company Hero Group and Japanese automobile major company Honda Motorcycle. The alliance has been terminated with the entire 26% stake of Honda Motorcycle in the venture bought by the Hero Group. Selling out of the venture has given the Japanese company the freedom to go it alone in the world's second largest market for two-wheelers.

You are required to answer:

- (a) Is joint venture the only way to enter into strategic alliance? If no, why?
- (b) Alliances are not new, but in the competitive environment, some other forms of integration are also emerging. Identify them.
- (c) What are the key success factors for managing an alliance?
- (d) Write five reasons for the termination of the two companies' joint venture.
3+3+4+5=15

Please Turn Over

