

ST. JOSEPH'S EVENING COLLEGE (AUTONOMOUS)

II SEMESTER M.COM EXAMINATIONS - APRIL 2019

STRATEGIC MANAGEMENT

Duration: 2.5 Hours

Max. Marks: 70

SECTION - A

I) Answer any EIGHT of the following questions. (8x2=16)

1. What is Business Ethics?
2. What is SWOT analysis?
3. What is a diversification strategy? Give an example.
4. Differentiate between vision and mission.
5. What is matrix structure?
6. What are key result areas?
7. What is meant by Conglomerate Merger?
8. What is Corporate Culture?
9. What is meant by Functional Level Strategy?
10. Define strategic management.

SECTION - B

II) Answer any THREE of the following questions. (3x8=24)

11. What is meant by Strategy Evaluation? Illustrate the process of Strategy Evaluation.
12. Write a brief note on integration of Functional Plans and Policies.
13. Explain Strategic Planning Process.
14. Write a short note on Corporate Level Strategies.
15. Explain briefly the role of Leadership in strategy implementation.

SECTION - C

III) Answer any ONE of the following questions. (1x15=15)

16. What is Competitive Advantage? Explain Porter's Five Forces model with the help of diagram.
17. What is environmental scanning? Explain briefly the impact of external environmental factors on devising various strategies in an organization.
18. Explore the structural considerations for strategic implementation.

SECTION - D

IV) Analyze the case and answer the questions.

(1x15=15)

19. The case is about Finland-based telecom company Nokia's second innings in the Indian market after it made an exit in 2007. Nokia, which entered in India in the early 1990s, played a huge role in the Indian telecom revolution and became a synonym for mobile phones in the country. It made several products specifically for the Indian customer, keeping in mind the climatic conditions in the country and the fact that there were multiple users for a single mobile phone. Moreover, these sturdy mobile phones were priced reasonably.

However, a few missteps by the top management and its inability to bring out phones with popular software like Google's Android resulted in Nokia losing its grip on the global smartphone market, and in the emergence of competitors like Apple and Samsung. In the decade after Nokia's exit from the market, the Indian mobile market had undergone a sea change. But the market was still dominated by feature phones and low-priced phones, where Chinese brands and local Indian brands were competing fiercely. Samsung, which dominated the smartphone market, was slowly losing its share to Chinese players like Oppo, Vivo, Xiaomi, and Huawei.

Nokia launched a few feature phones and three smartphone models in 2017 to mark its reentry into India. It started developing a distribution network and network of dealers. Ajey Mehta, Vice President-India for HMD Global, planned to take advantage of the nostalgia Nokia held for the Indian Consumers. He needed to devise plans to compete and make a mark in the highly competitive Indian mobile phone market, which was witnessing huge and rapid changes.

Answer the following:

- a) Enumerate the main reasons for the fall of Nokia in India.
- b) Discuss the challenges faced by Nokia in reentering a market from which they made an exit.
- c) Examine the strategies that Nokia can follow to regain market in India.