

STRATEGIC MANAGEMENT

Time: 3 Hours

Max. Marks: 60

*Answer Any FIVE Questions
All Questions Carry Equal Marks
Question No. 8 is Compulsory*

1. a Explain in detail the major steps involved in Strategic Management as a process. 6M
b Explain how developing a mission statement can help in resolve divergent views among managers in a firm. 6M
2. a Examine the threats and opportunities of a firm using the Environmental Threats and opportunities Profile (ETOP). 6M
b “The quality of leadership is an important element of the role of executives in the implementation of strategy”. Discuss. Using an example, state how a CEO has implemented innovative strategies in a unique way. 6M
3. a Explain the various phases of strategic formulation with an illustration. 6M
b Discuss the conditions that indicate that a Turn-around strategy is needed for a company? 6M
4. a Explain Leadership implications for strategy. 6M
b What are Organizational Values? Discuss how they can impact the Strategy quoting with suitable examples? 6M
5. a Describe Benchmarking as strategic management tool with suitable examples. 6M
b What is Strategic Information System? How does it help the management to make decisions? 6M
6. a What are the characteristics of Corporate Objectives? How are they established? 6M
b How do you develop Human Capital and Social Capital – Explain? 6M
7. a What is meant by resource allocation? Explain techniques generally employed for allocating resources. 6M
b Elucidate the problems in measuring performance with suitable examples? 6M

8. CASE STUDY:

12M

After a long negotiation between Mc Donald's and Soviet Officials, the former entered Russian Market in 1990. Moscow city council was a partner of Mc Donald's in the Russian Joint Venture. But Mc Donald's faced severe shortages in supply of building materials to build the restaurant as these requirements were not included in the central plan. The company was not provided with sufficient supply of wheat flour, sugar, mustard either due to non-inclusion in the central plan or due to the strict control that Soviet manufacturers to deviate from the standard output or due to the strict control of Soviet manufacturers should sell to the Soviet Companies. Another problem was that certain products like iceberg lettuce, pickled cucumbers and the Russet Burbank potatoes used for Mc Donald's French fries were not produced or consumed in Russia. Mc Donald educated Soviet farmers and cattle ranchers on how to grow and raise the products it needed.

Mc Donald did not face any problem in respect to employees and customers and advertising. Russian television covered the event; it became almost impossible to accommodate the customers for the first time in January 1990 even though the Moscow's restaurant was biggest in the world. Customers favored it though it was five times costlier than the normal local meal. Despite the crisis in 1998, Mc Donald grew in Russia and had 73 stores by the end of 2001. Mc Donald's success in Russia enabled it to enter China and also become successful there.

Question:

Evaluate the case and identify the strategy behind the success of Mc Donald's.
