

Internal Assessment Test - II

Sub:	STRATEGIC MANAGEMENT	Code:	17MBA25
Date:	Duration: 90 mins	Max Marks: 40	Sem: II
			Branch: MBA

		Marks	OBE	
			CO	RBT
Part A - Answer Any Two Full Questions (16*02=32 Marks)				
1 (a)	What are outsourcing strategies? Give an example.	[02]	CO1	L1
	(b) Illustrate the major key success factors of an organisation.	[06]	CO3	L3
	(c) Analyse and explain the “Porter’s five forces model” with using an example of any organisation.	[08]	CO4	L4
2 (a)	Define Benchmarking.	[02]	CO2	L1
	(b) Discuss in detail Generic Competitive Strategy.	[06]	CO1	L2
	(c) Distinguish between Merger and Acquisition with one example of each.	[08]	CO3	L5
3 (a)	Cite any two examples of collaborative partnerships.	[02]	CO2	L1
	(b) Write a detailed note on International Business Strategies.	[06]	CO4	L2
	(c) Summarize the concepts of Value Chain Analysis and SWOT Analysis with a suitable example of both.	[08]	CO3	L5
Part B - Compulsory (01*08=08 marks)				
4	<p>In December 2009, Volkswagen AG (VW) of Germany purchased a 19.9% stake in the Japanese manufacturer Suzuki Motor Corporation (Suzuki). They both agreed to share their technologies and distribution network with each other. While VW agreed to provide its hybrid and electric technologies along with access to global markets to Suzuki, Suzuki agreed to provide VW with access to its small-displacement motors and Indian presence. However, both the auto manufacturers failed to reach an agreement on any of their proposed goals.</p> <p>Suzuki served notice of breach of contract to VW in October 2011 stating that VW had not given it access to the hybrid technology which it had promised. Similarly, VW accused Suzuki of violating the agreement by procuring diesel engines from Fiat. Further fuelled by the cultural differences and failed joint business proposals, the partners, on November 18, 2011, terminated the framework agreement and Suzuki demanded that VW return its 19.9% shareholding in the company.</p>			

VW's refusal to do so led to Suzuki filing for international arbitration. This case is meant for MBA students as a part of the International Management/ Strategic Management course.

- (a) Examine the partnership and understand the reasons for the breakup, and discuss ways in which the situation could have been salvaged.
- (b) Discuss the challenges that lie ahead for the companies and possible remedial actions.

CO3	L4
CO4	L2

Course Outcomes		PO1	PO2	PO3	PO4	PO5	PO6	PO7		
CO1:	Formulate a strategic plan that operationalizes the goals and objectives of the firm.	1a				2b				
CO2:	Use management concepts to analyze complex business situations			3a			2a			
CO3:	Associate with various Strategic Management models for Business situations	1b			4a		2c 3c			
CO4:	Ability to evaluate and critique theories and models in corporate environment.	1c	4b					3b		

Cognitive level	KEYWORDS
L1	List, define, tell, describe, identify, show, label, collect, examine, tabulate, quote, name, who, when, where, etc.
L2	summarize, describe, interpret, contrast, predict, associate, distinguish, estimate, differentiate, discuss, extend
L3	Apply, demonstrate, calculate, complete, illustrate, show, solve, examine, modify, relate, change, classify, experiment, discover.
L4	Analyze, separate, order, explain, connect, classify, arrange, divide, compare, select, explain, infer.
L5	Assess, decide, rank, grade, test, measure, recommend, convince, select, judge, explain, discriminate, support, conclude, compare, summarize.

PO1 - Knowledge application; PO2 - Analytical and logical thinking; PO3 - Team work; PO4 - Leadership; PO5 - life-long learning; PO6 - Analyze and practice aspects of business; PO7- Personal and Societal growth;