

September - October 2020
Master of Business Administration (MBA) Examination

(Full Time) (New) Fourth Semester
FT-402C : STRATEGIC MANAGEMENT

[Max. Marks 80]

Special Note : Word limit for answer of each question is 250 to 300 words.

Note : Attempt any four questions from Section A. All questions in this section carries 15 marks each. Section B is compulsory and carries 20 marks.

Section A

1. Explain the process of Strategic Management. Also elaborate on importance of SBU Organisation.
2. Explain the understanding of Business from Strategic Management point of view. Also relate the objectives and mission of an organization while highlighting the importance of each.
3. What do you understand by Strategy Alternatives ? Elaborate on related and unrelated alternatives, active and passive alternatives and horizontal and vertical alternatives.
4. Explain the application of GE Matrix from Strategic choice point of view. Elaborate on use of Strategic Gap Analysis.
5. Explain the concept of Strategic Implementation. How different aspects related with leadership and behavioural are connected with implementation. Discuss.
6. Explain the importance of Strategy evaluation and control and its process.
7. Write briefly on following :
(a) SWOT and ETOP (b) Choice of Business Strategy.

Section B

8. Analyse the case and answer the questions given at the end :

DELL CHANGES ITS ORGANIZATIONAL CULTURE

After spending years as the leader in the personal computer (PC) market. Dell has been overtaken by rival Hewlett-Packard. In an effort to regain the top spot, Dell is delving into the retail market and changing its organizational culture. Since its beginning in the 1980s, Dell has succeeded by selling PCs and computer-related products via direct sales (over the phone or Internet). At the same time that Dell was having such success, many other computer companies sold their products through retail outlets. Dell's direct sales technique allowed it to retain a cost advantage over competitors and pushed it into the number-one slot. However, almost two decades later, companies that sell their products via a combination of retail and direct sales are gaining ground. Hewlett-Packard now holds the number-one slot, and Acer, Toshiba, Apple, and others are picking up the pace. With Dell's market share dropping to 15 percent, things need to change.

To alter the organizational culture to be more responsive to changes in the market, Dell's founder, Michael Dell, came back to lead the company during this cultural transformation, replacing former CEO Kevin Rollins. Michael Dell was responsible for creating the company's model of building computers to order at a time when the concept was innovative. Analysts feel that he is just the person to lead the company in a new organizational culture focused on innovation. Dell had become complacent focusing on production, efficiency, and online one-to-one customer contacts.

Perhaps the most notable change is Dell's new affiliation with Wal-Mart stores. Although Dell has forayed into the retail sector before, selling in both Costco and CompUSA, its partnership with Wal-Mart takes a very different approach. Wal-Mart is considered by many to be the largest and most popular retail chain around. It is estimated that some 90 percent of Americans shop at Wal-Mart. Because of Wal-Mart's popularity, Dell will now be approaching retail on a huge scale and with more fanfare than its previous forays warranted. This will change the marketing, organization, and to some extent overall production and operations.

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If, in fact, Dell plans to continue its expansion into retail, the marriage of Dell and Wal-Mart should provide Dell with much needed experience. To sell retail, the company must make changes in areas such as supply chain and advertising. The overall culture of the organization will change to become more mass marketing focused, depending on retailers such as Wal-Mart to be a vital link in its marketing organization. These changes will also provide Dell with valuable information as it continues to expand to other retailers and change its culture to become more competitive ?

Discussion Questions :

1. Why was Michael Dell the ideal person to change the corporate culture to become more competitive?
2. Why does changing the marketing and operations of a company require a new organizational culture ?
3. How will the information gained from retail partners such as Wal-Mart and Costco change the corporate culture at Dell ?
