

Register No.: Name.:

SAINTGITS COLLEGE OF ENGINEERING (AUTONOMOUS)

(AFFILIATED TO APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY, THIRUVANANTHAPURAM)

**THIRD SEMESTER MBA DEGREE EXAMINATION (S), FEBRUARY 2023
(2021 Scheme)****Course Code : 21MBA203****Course Name: Strategic Management****Max. Marks : 60****Duration: 3 Hours****PART A*****(Answer all questions. Each question carries 2 marks)***

1. Define the term strategic management.
2. Define the term core competency.
3. Summarize the benefits of R&D.
4. Outline your understanding on retrenchment strategies.
5. Define the term balanced scorecard.

PART B***(Answer any 3 questions. Each question carries 10 marks)***

6. Identify the role of top management and corporate governance in strategic management.
7. Identify the relevance of blue ocean strategy in an industry with a suitable example.
8. Discuss the application of generic strategies in any industry of your choice and relate its significance to the formulation of Business strategy.
9. Illustrate about BCG matrix with relevant example.
10. Distinguish strategic and operational control with pertinent examples.

PART C***(Compulsory question, the question carries 20 marks)***

11. Strategic alliances are said to be a source of competitive advantage. However there is a growing concern over their failure rates. One of the major causes is the inability to implement the appropriate governance structure and management control systems in the newly formed association. Most of the companies form an alliance management teams which manage across the organisation using Cross-Company Teams, Cross functional teams, Steering Committees and Alliance Board.

By observation, Renault was interested in creating respect between two alliance partners and respectively followed an Andean civilization approach to work together for six months before forming an alliance. The social initiation process provided Renault-Nissan an advantage over its competitors such as

Daimler-Chrysler. The later company did not experiment social collaboration to develop the ability of sharing knowledge and building trust. Therefore the structure in Renault and Nissan was the result of, what the companies experienced during the social initiation stage. They formed a new board having 5 members each from the host companies. Further to speed the integration and improve communication process they created 9 Cross-functional teams (CFT) and 11 Cross-company teams (CCT). More importantly, these teams had a Chair person from Renault, Vice Chair person from Nissan or vice-versa. Moreover the CFT was limited to 10 members from different departments such as purchasing, manufacturing which ensured progress between these departments. As a result the alliance was able to launch 22 new car models in the next three years and increase the manufacturing capacity in Japan.

Moreover the CCT created efficient synergies. One of the examples of amalgamation process was in Mexico. Renault had left the market in 1986 and Nissan was facing overcapacity in 1999. So alliance decided to put the managers from both the companies together and recognize synergy opportunity. In just five months Renault cars were being manufactured out of Nissan plants and the capacity utilization of the plant increased from 56% to nearly 100%.

- a) What is strategic alliance? Appraise the effectiveness of strategic alliance between Nissan and Renault from the above case study.
Marks (10)
- b) Formulate an alternative corporate strategy which can help Renault to take competitive advantage over other potential rivals.
Marks (10)
