



DF-5517

**M. B. A. (Full-Time) (Sem. III) (CBCS) &
M. B. A. (Evening) (CBS) (Reg. & ATKT)
(New Course ATKT) Examination
March / April – 2016
Business Policy & Strategic Management**

Time : 3 Hours]

[Total Marks : 70/100

Instructions : (1)

नीचे दशांशविक निशानीवाणी विगतो उत्तरवडी पर अवश्य कपनी. Fillup strictly the details of signs on your answer book.	Seat No. :
Name of the Examination :	<input type="text"/>
M. B. A. (FULL-TIME) (SEM. III) (CBCS) &	<input type="text"/>
Name of the Subject :	<input type="text"/>
BUSINESS POLICY & STRATEGIC MANAGEMENT	<input type="text"/>
Subject Code No. : <input type="text" value="5"/> <input type="text" value="5"/> <input type="text" value="1"/> <input type="text" value="7"/> Section No. (1, 2,.....) : <input type="text" value="Nil"/>	<input type="text"/>
	Student's Signature

- (2) Q. 1 and 7 are compulsory.
(3) Attempt any three question out of Ques. No. 2, 3, 4, 5 and Q.6.
(4) Figures to the right indicate full marks (CBCS/New Course) of the question.

- Que. 1 What are vision and mission? What is their value for the strategic management process? Discuss with suitable example/s. (14/20)
- Que. 2 Why do firms diversify? Explain in detail with suitable examples. (14/20)
- Que. 3 How do five forces of competition in an industry affect its profit potential? Explain. (14/20)
- Que. 4 What are the specific risks associated with using each of Business Level Strategy. Explain giving suitable example/s. (14/20)
- Que. 5 List out strategy options for entering and competing in the foreign markets. Explain any three options out of these with suitable examples. (14/20)
- Que. 6 Write short note: (Any two) (14/20)
1. Corporate Social Responsibility
 2. Balanced Score Card
 3. Value Chain Analysis
 4. Corporate Governance

Que. 7 Read the following Case and Answer the Questions.

(14/20)

Apple Inc.

During a bad recession in 2008, Apple recorded record sales. The firm's strong performance in poor economic times is largely credited to its innovation capabilities. Apple has continued to upgrade its current products, such as laptops, with enhancements (e.g. MacBook and MacBook Pro). Analysts believe that these innovative additions will keep Apple's 'hot streak' alive and well. Furthermore, projections suggest that smartphone sales will surge over the next few years. These projections include a 200 per cent increase in the sales of high-end mobile phones by 2013, to 300 million in annual sales. The growing popularity of Web 2.0 applications such as Facebook and Twitter are increasing the desire for these phones. Such demand is very positive for the future of BlackBerry and Apple's iPhone. By 2013, analysts believe that approximately 23 percent of all new mobile phones sales will be smartphones.

Apple has also continued to upgrade its innovative iPod with its second generation of iPod touch. One analyst gave it a perfect score for the significant enhancement made, and the iPod touch serves some similar functions as the iPhone such as internet connectivity, touch screen and playing music and videos in the same way. An example of the continuous innovation is the 4-GB iPod Shuffle introduced in 2009. It can store approximately 1000 songs. This is the third generation Shuffle – the first generation Shuffle launched in 2005 could store approximately 240 songs. In addition to increased storage, the new Shuffle can handle songs in 14 different languages. Apple has 'set the standard' for design of personal computer since the mid-1990s. Since 1996, Apple product innovations include developing a tool that created a quantum increase in the sale of digital music, creating a mobile phone – a flexible computer – that is fun to use and in customer service, developing a chain of unique and popular retail stores. Thus, most external observers argue that Apple's innovative products have led to their becoming one of the fastest-growing companies in the United States.

Coupled with its innovation, Apple is an aggressive marketer. While most firms were paring back their costs and advertising during the recession, Apple increased its marketing and advertising programs. It is the second most prolific technology advertiser, after Microsoft.

While Apple is in a positive market position, it did experience potential problems in 2009. Its charismatic leader, Steve Jobs, had to take a medical leave of absence, causing uncertainty about the company's future. It also lost a few other top managers to key positions in other firms. Thus investors become nervous and analysts questioned whether the firm could continue to be a market innovator, especially without Jobs.

Questions:

1. Identify and evaluate the strategy of the company.
2. Identify the core competency of the company. Also discuss the risk associated with such competency.