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MBA – 401

(Following Paper ID and Roll No. to be filled in your Answer Book)

PAPER ID : 7051

Roll No.

M. B. A.

(SEM. IV) EXAMINATION, 2006-07

BUSINESS POLICY

Time : 3 Hours]

[Total Marks : 100

- Note :**
- (1) Attempt *all* questions.
 - (2) Figures in the *right*-hand indicate marks.

1 Answer any **four** of the following in about **5×4**
250 words each :

- a. A course in Business Policy puts emphasis on innovation in management practices through creativity.' How far do you agree with this statement ?
- b. What are the constituents of the top management in a corporate enterprise? Explain briefly the role and responsibilities of the chief executive,
- c. How will you explain this statement that 'strategic decision' and 'decision-making' are the core of strategic management?
- d. Give some of the important guidelines for selling the objectives of a corporate organization.
- e. What is the critical success factors approach for determining the competitive advantage of a firm? Explain brief.

f. Give an outline of the various issues involved in the implementation of a business strategy.

- 2** a) Explain with examples, the difference between “Business policy” and ‘Management policy’. **10**
- b) What do you understand by a company’s ‘Mission’? Give the important components of mission and explain briefly how it is formulated in the best interest of the company. **10**

OR

- 2** a) Mention the various techniques of environmental scanning. How would you prepare a profile of environmental threats and opportunities. **10**
- b) Suggest some of the constructive steps involved in establishing corporate values and aimage. **10**
- 3** a) What are the important strategic factors in organizational analysis of a company? **10**
- b) Explain how you would evaluate the marketing and finance functions of an organization with a view to understanding its strong and weak points. **10**

OR

- 3** a) What is the ‘value chain approach’ and what functions does it serve in formulating a sound business policy? Explain clearly. **10**
- b) Explain the concept of ‘Synergy’ and show how it is important in the formulation of an effective strategy. **10**

- 4 How has the 'competitive advantage' of a firm been explained by Porter? Give some other approaches also that help in determining the competitive advantage of a firm. 10

OR

- 4 What is 'Strategic Advantage Profile' and how does it help in determining the key areas that are expected to affect the future operations of a firm. Explain how SWOT analysis is different from SAP? 20
- 5 Read the following case carefully and answer the question given at the end :

Introduction of a Computer

Mr. Rajender Kumar is the head of the accounting section in a fast growing manufacturing company. In the section, he has 30 employees under his control. The company has three hundred employees, mostly drawn from nearby areas. The recent changes in science and technology have prompted management to introduce mechanization in the accounting section. Mr. Kumar is asked to explain the importance of having a computer in the accounts department to his employees. The introduction of computer undoubtedly affects the lines of all those who are working in the section. Some fifteen employees will have to restructure their job responsibilities; ten employees require training in the use of computer and the remaining five employees may have to knock the doors of other companies for jobs. Of course, all these changes, though painful, will take place gradually.

This situation is quite similar to another situation witnessed by Mr. Kumar some time back. Eight

months ago, the company has hired a computer on lease basis to handle the production inventory. The management is highly pleased with the arrangement, for the inventory processing has improved tremendously afterwards. But unfortunately, the production people have resisted the move strongly. Now, Mr. Kumar is in a tight corner. Strangely, he is entrusted with the responsibility of introducing the computer in his own section.

1. Give a brief analysis of the above case. **10**
 2. If you were the section head entrusted with the responsibility of installing the computer, how would you go about informing your employees about the proposed change and make them accept it ? **10**
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