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requested by the customers. Printers' sector is expanding every year more and more. Despite this, since 2017, HP acquired this Samsung sector.

#### Smartwatches

With an aim to cater the growing need of the digital world, Samsung launched its Samsung Smartwatch but the product failed to achieve the success that it was expected.

Tough competition from competitors such as Apple watch led to the downfall of the product. Despite these difficulties Smartwatches produced by Samsung can bring some profit.

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### **M. B. A. (THIRD SEMESTER) END SEMESTER**

**EXAMINATION, Jan., 2023**

**CORPORATE STRATEGY**

**Time : Three Hours**

**Maximum Marks : 100**

- Note :** (i) All the questions are compulsory.  
(ii) Answer any *two* sub-questions among (a), (b), (c) of main question (Questions 1 to 4).  
(iii) Total marks in each main question are **twenty**.  
(iv) Each sub-question carries 10 marks.  
(v) Question number *five* case study is compulsory and carry 20 marks.

1. (a) Define Strategy. Explain Strategic Management process in detail. (CO1)

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- (b) Strategic management is all about gaining and maintaining competitive advantage. Explain whether you agree or disagree with the help of examples. (CO1)
  - (c) Describe Vision, Mission and Core Values. Discuss their role in strategic formulation taking any suitable examples. (CO2)
2. (a) Explain the concept of strategic flexibility. How does it guide strategic intent? (CO2)
- (b) Identify conditions under which internal factor evaluation matrix be used and when should the external factor evaluation matrix be used? (CO2)
  - (c) "Applying the concept of corporate social responsibility is a necessity, not a choice". Interpret the statement from strategic perspective. (CO3)
3. (a) Illustrate Resource Based View and Industry Orientation approach of strategic management using suitable examples. (CO3)

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- (b) Discuss internal and external growth strategies in detail. (CO3)
  - (c) Critically evaluate Michael Porter's Generic strategies. (CO4)
4. (a) Examine the significance of McKinsey 7S model as a strategic evaluation tool. (CO4)
- (b) Compare and contrast Blue Ocean and Red Ocean strategies. (CO4)
  - (c) "Structure should follow strategy not the other way around", justify the statement in view of strategy implementation and evaluation. (CO5)
5. Case Study (Compulsory): (CO5)
- Question :** Based on information provided below construct BCG Matrix and suggest strategies for SAMSUNG.
- Samsung is a conglomerate consisting of multiple strategic business units (SBUs) with a diverse set of products. Samsung sells phones, cameras, TVs, microwaves, refrigerators, laundry machines, and even chemicals and

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insurances. This is a smart corporate strategy to have because it spreads risk among a large variety of business units.

**Vision :** Samsung commitment is to inspire its communities by taking advantage of its key strength, creative solutions, innovative products and new technology, as they continue to promote its new values for Samsung core networks. This includes industry, partners and employees.

**Mission :** At Samsung, we follow a simple business philosophy : to devote our talent and technology to creating superior products and services that contribute to a better global society.

#### **Some important product categories or SBU's for Samsung**

##### **Refrigerators and Washing Machines**

Samsung Home appliances include Refrigerators, Washing Machines and Cooking Appliances which are the oldest and most successful products for the company. Over the years, Samsung Home Appliances have

become a household name and stand for quality and trust.

Samsung has been able to attain a good market share across different industry segments and still holds a good potential to grow in the coming future.

##### **Smartphones and TVs**

Samsung Galaxy and Note Series are quite a hit among customers' smartphone and have their own base of loyal customers. In order to maintain its market share, Samsung launches new smartphone with new features and design. LED and OLED TV are gaining good traction from the global market and can be considered as the Stars of the company. The company is experimenting with new technologies and it is coming up with new TV's with technologically advanced features to gain customers.

##### **Printers**

Samsung is one of the most active company in the electronics sector and one of those that try to emerge in the printer sector. The solutions the company offers satisfy all the needs