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BSc IT 2010 : SITM

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MUMBAI UNIVERSITY (BSc IT)

Con. 1649 & (a) to (c)-10.

SITM - 2010

MB-5611 to 5614

(3 Hours)

[Total Marks : 100]

- N. B.: (1) Question No. 1 is compulsory.
 (2) Attempt any four from Question Nos. 2 to 7.
 (3) Make suitable assumptions wherever necessary and state the assumptions made.
 (4) Answers to the same question must be written together.
 (5) Numbers to the right indicate marks.
 (6) Draw neat labeled diagrams wherever necessary.

1. (a) Give your views and examples to support the following quotes made by the eminent personalities. 12
 - (i) Successful business strategy is about actively shaping the game you play, not just playing the game you find. – Adam Brandenburger and Barry Nalebuff.
 - (ii) Management's job is not to see the company as it is But as it can become – John Teets, CEO, Greyhound Corporation
 - (iii) Competing in the marketplace is like war. You have injuries and casualties, and the best strategy wins. – John Collins
- (b) What do you understand by "SWOT Analysis" Why is it considered to be important in order to determine whether the company's position is healthy or unhealthy? Explain with reference to any single business organization. 8
2. (a) What do you understand by the word "Strategy" and "Strategic Management"? Why is a strategy considered to be both proactive and reactive? What are the patterns of actions and business approaches that define a company's strategy? 10
- (b) Mention the different forms used in the process of crafting a strategy. Explain the Chief Architect Approach and the Delegation Approach in detail. 10
3. (a) Explain what do you understand by "Driving forces" and "Key Success Factor"? Explain any five categories into which these driving forces fall in. Also mention any five key success factors of an industry and explain them in brief. 10
- (b) What are "Strategic Alliances"? What are their advantages? Give any two examples of recent strategic alliances. 10
4. (a) What is a Company Value Chain? Why do the Value Chains of Rival Companies often differ? Draw a Representative Company Value Chain and explain it in brief. 8
- (b) Explain the three strategic postures that a company can assume in dealing with a high velocity change. 7
- (c) Explain any five actions that can be undertaken by an organization to cure the turnover for businesses in crisis. 5
5. (a) Why do organizations have strategic alliances and joint ventures with foreign partners? What are the risks of having Strategic Alliances with them? 8
- (b) What is "Diversification"? Explain the factors that signal when it is time to diversify. 6
- (c) Explain the impact of the Internet Technology on "Supply Chain Efficiency" and "Internal Operating Efficiency". 6

6. (a) Explain the features of business models and strategies for pure dot-com enterprises. 8
- (b) Explain in brief any three topics covered in Value Statements and any three topics covered in Codes of Ethics. 6
- (c) Explain Export strategies and Franchising strategies in brief. 6
7. Write short notes on **any four** of the following:
- (a) Corporate Culture. 5
- (b) Strategic Group Mapping. 5
- (c) Outsourcing. 5
- (d) Cross company rivalry. 5
- (e) Mergers and Acquisitions. 5