

Subject Code: MB932

M B A - III Semester [R09] Regular/Supplementary Examinations, January - 2012

STRATEGIC MANAGEMENT

Time: 3 Hours

Max Marks: 60

Answer any FIVE questions. All questions carry EQUAL marks including Q.No.8 is compulsory

1. Discuss the process of vision building?
2. Why top management only can scan the environment?
3. Elucidate the balanced score card?
4. Outline the value chain analysis?
5. What do you mean Cannibalism and how is it related Industry?
6. Sketch the process of institutionalizing the strategy?
7. Explain the benchmarking procedures in Global competition?
8. **Case - Compulsory:**

Hindustan Teleprinters Ltd., was initially set up to manufacture electromechanical teleprinters and associated accessories in technical collaboration with an Italian Company by name Olivetti but within a few years indigenization was completed. The company was the only company in India, which was manufacturing teleprinters and was supplying to the department of telecommunications. During the first ten years of operation the company made reasonable profits and built up respectable amount of reserves and surplus. In the early seventies, the company looked for avenues of diversification as the demand for teleprinters had become stagnant. Exports markets were not the answer as the electronic teleprinters had already entered into the scene. The company had decided to go in for the manufacture of electric typewriters. It was to be an indigenous machine based on in-house research. The management hoped to sell it at a modest price of Rs.5,000/-. But the project failed. In 1982, the entire market has changed and the other companies came with electronic typewriters and the HTL was not in a position to sell its products. In addition, the DOTs requirements for teleprinters whether electromechanically or electronic has dwindled due to the introduction of FAX machines on telephone line and no customer is interested in having a telex machine.

Questions:

1. Comment on the company's strategic decision in going for electric typewriters.
2. Discuss the areas of strategic decisions where the company has failed.

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