

Register Number:

Date:

**ST. JOSEPH’S COLLEGE (AUTONOMOUS), BANGALORE-27**

**BBA - VI SEMESTER**

**SEMESTER EXAMINATION: APRIL 2022**

**(Examination conducted in July 2022-August 2022)**

**BBA 6319: Strategic Management**

**Hours: 2 1/2hrs Total Marks: 70**

**This paper contains two printed sheets and four** **parts**

**SECTION A**

**I. Answer any FIVE of the following questions. (5x2=10 Marks)**

1. Define Strategy.
2. Name the components of BCG Matrix.
3. Give the meaning of core competencies.
4. What is Balanced Score Card?
5. State the meaning of Mission Statement.
6. What is the meaning of environmental scanning?

**SECTION B**

**II. Answer any THREE of the following questions. (3x5=15 Marks)**

1. Briefly explain the external factors of environmental scanning.
2. Write a short note on Organization Design and Change.
3. Illustrate with a diagram and briefly explain Michael Porter five force model.
4. What are the steps in strategy formulation?

**SECTION C**

**III. Answer any TWO of the following questions. (2x15=30 Marks)**

1. Expand upon the various types of strategies at different levels**.**
2. Explain the techniques of strategic evaluation and control.
3. Discuss the 7s model and BCG Matrix with suitable examples.

**SECTION D**

**IV. Answer the following question. (1x15=15 Marks)**

**14)** TATA NANO

Tata motors have been eyeing the Indian passenger market for a long time. During earlier times, their brands such as Tata Sumo were well received; the company had a very low share in the Indian passenger car market due to stiff competition from Maruti. Tata motors came up with Tata Indica, which mirrored Maruti’s products and challenged Maruti’s dominance in small car market. Inspired by the success of Indica Tata launched the Tata Nano.

The idea of Tata Nano came to Mr. Ratan Tata. He was travelling on a rainy day when he saw a man carrying his whole family (4 people) on a bike. Mr. Ratan Tata saw that the man was facing a lot of problem while driving his bike as it was raining and his bike was overloaded. This event struck and idea to Mr. Ratan Tata about building a car that was big enough for a small family and affordable by people who ride bikes.

His first idea was to develop a safer bike, he made designs of bikes with 2 rare wheels, then he made a design with a safety cage around the bike but none looked feasible. He also thought of making a car with safety bars instead of doors butno one would like to buy a half car. After many design fails, he came up with a car that only had the essentials.

After a few days of planning and research, he found out that the costing of making of this car comes around to Rs. One lakh. Mr. Ratan Tata faced many statements of making the world’s cheapest car but he went ahead with idea. A group of engineers worked together and finally came out with a car that met all the safety requirements of a car and named it Nano.

Critics were of the view it could not be possible due to the low cost of the car. Tata Nano’s modular design is one of the most innovative aspects, it can be shipped separately and assembled in any region.

However, the fanfare with which Nano was launched did not show much result, the car was not well accepted by the masses despite the low prices, it started selling in discounts like any other car in the Indian market. Tata’s as a company are concerned about the same and are still trying to rework out strategies for revival of the market share and to fit into the vision of the company.

Questions

1. What was the type of strategy Tata’s adopted during the launch of Nano? [5]
2. Using a SWOT analysis outline the failure of the car in the Indian markets. [5]
3. What in your opinion is the future of such cars in Indian market? [5]