Register Number:

Date:

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

**B.Com IFA – V SEMESTER**

**SEMESTER EXAMINATION: OCTOBER 2023**

**(Examination conducted in November /December 2023)**

**BCIFA5223 STRATEGIC BUSINESS LEADER- I**

**(For current batch students only)**

**TIME: 2Hour MAX. MARKS: 60**

**This paper contains 3 printed pages and 4 parts**

**PART A**

**Answer any FIVE of the following. Each question carries three marks. (5x3=15)**

1. List the forces of Porter’s five forces model.
2. State any six factors causing resistance to change.
3. How has knowledge management become an important part of gaining and maintaining competitive advantage? Give reasons(any three).
4. Mention any three benefits of mobile and cloud computing.
5. Why is culture important in an organisation? Support your answer with any two reasons.
6. Give the meaning of conglomerate diversification. State any one difference between conglomerate diversification and horizontal diversification.

**PART B**

**Answer any TWO of the following. Each question carries five marks. (2x5=10)**

1. Briefly explain the Ansoff matrix.
2. Write an analytical note on franchising.
3. Briefly explain the various components of PESTLE model

**PART C**

**Answer any TWO of the following. Each question carries ten marks. (2x10=20)**

1. Discuss the context for change by Balogun and Hope Hailey in detail.
2. “Competitive advantage is achieved if a firm supplies what customers want better or more effectively than its competitors”.

Explain the above statement with the help of strategic clock.

1. L’Orange is a well-established high end coffee house brand founded in Paris, with stores across the European Union, Japan and Singapore. L’Orange would like to enter the Indian market. Its business advisory wing has suggested entering through a joint venture with the well-established Indian brand, ITC. Prepare 2 slides (with notes) highlighting the advantages and disadvantages of the joint venture option.

**PART D**

**Answer the following question. The question carries fifteen marks. (1x15=15)**

1. Consider the following SWOT for a small advertising agency:

It has 12 staff – 4 of whom are joint owners. It has a strong client base across many industries such as healthcare, training, publishing, sports and financial institutions. However, it has never taken working capital management and the financial side of the business seriously – even to the extent that it can never be sure that clients are being billed properly.

It now has a chance to bid for a new large, national contract from a major company.

 It’s Overall SWOT looks as follows:

|  |  |
| --- | --- |
|  Strengths | Weaknesses |
| * Well diversified client portfolio
* Strong management team
* Profitable
* Listed on a stock exchange
* Low gearing
* Award winners
* Differentiated, personal service
* Established 60 years ago
 | * High work in progress levels
* High levels of receivables
* Poor control of time allocation of clients
* Limited access to debt finance
* Lacks ability to service very large clients
* 40% of turnover from two clients
* Recent complaint about tone of an advert
 |

|  |  |
| --- | --- |
|  Opportunities | Threats |
| * Tender for a major contract
* Expand overseas
* Launch an internet marketing advisory service
* Buy a rival
* Move into film production
 | * Recession putting downward pressure on volume and prices
* Loss of bank support
* Loss of a major client
* Customers moving to e-marketing
* Loss of key staff
* Takeover by a rival
 |

Analyse the strengths, weaknesses, opportunities and threats to the advertising agency.

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