

**SVKM'S NMIMS UNIVERSITY  
SCHOOL OF DISTANCE LEARNING**

**PROGRAM (Semester): PGDBM(III)/PGDMM(III)/PGDFM(III)/PGDHRM(III)**

**Subject: Advanced Strategic Management**

**Marks: 100**

**Time : 3 hrs**

**Date: 01-06-2009 (3.00 p.m. – 6.00 p.m)**

**Instructions:**

1. Candidates should read carefully the instructions printed on the question paper and on the cover of the Answer Book, which is provided for their use.
  2. Answer to each new question to be started on a fresh page.
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Q1. Attempt any 2 out of any 4

Marks : 10

- a) Strategy in action
- b) Influence of international environment on an organization
- c) Grand strategy
- d) Problems of a global firm

Q2. Write Short notes on any 3 out of 5

Marks : 15

- i) Differentiation
- ii) SWOT
- iii) Turnaround strategy
- iv) BCG matrix
- v) Corporate Social Responsibility

Q3. Attempt any 3 out of 5

Marks : 45

- 1) How would you conduct internal analysis to develop the value chain frame work
- 2) Explain Porters five forces frame work and describe its pit
- 3) How will you develop a strategic frame work for an organization
- 4) Explain the levels of strategy the impact of diversification and the factors influencing business strategy
- 5) What is the role of expansion and alliances in strategy

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#### Q4. Case Study

Answer in Detail

Marks : 30

Most businesses have to consider the impact of their activities on stakeholders. Coca-Cola is no exception but their operations in the southern Indian state of Kerala have caused widespread concern and a string of claim and counterclaim by residents of the local community and the company.

#### The Story

In 1998 Coca-Cola set up a bottling plant in Perumatti in the southern state of Kerala. Since it opened, local villagers have complained about the fall in the amount of water available to them and have blamed the fall in supplies on Coca-Cola who, they claim, use up to a million litres per day at the plant. Coca-Cola claims that the shortage in the water is due to the lack of rains in the region. Coca-Cola even sends round tankers of water to the region to help the local community. Local farmers are claiming that their livelihood has been destroyed since the building of the plant and that the number of people working on the land has dropped considerably because they cannot survive.

Coca-Cola has become one of the most popular drinks in India. Following the cleaning of the bottles, a waste sludge is produced that Coca-Cola have been disposing of on the land of the local farmers claiming it was a useful fertilizer. Following a BBC Radio 4 programme, samples of the sludge were analyzed by scientists at Exeter University in the South West of England and found to contain toxic chemicals including lead and cadmium – both of which can be harmful to humans and further suggested that there was little or no benefit of the sludge as a fertilizer. Recent tests by the local state laboratories find that the levels of toxic chemicals is within safety levels but that it should not be used as a fertilizer.

In a separate development, sales of Coca-Cola have been hit by suggestions that its drinks produced in India contained higher levels of pesticide residues than was healthy! A large number of bodies have joined in the campaign for the local community demanding the plant be closed down and that tests be carried out on Coca Cola to assess its safety. A lawsuit to this effect was thrown in August which prompted Coca Cola to issue an angry comment claiming that the reports were scurrilous, unnecessarily scared large numbers of Coca Cola's customers and put thousands of jobs in its plants throughout India at risk. Coca-Cola claims to employ in excess of 5,000 people in the country not to mention the many thousands that are linked in some way to the product.

A) How would the company get impacted and why?

B) What CSR activity would you suggest to the company? Justify with reasons?