

MCom (IB) DEGREE EXAMINATION MAY 2018
(Fourth Semester)

Branch - **INTERNATIONAL BUSINESS**

INTERNATIONAL BUSINESS STRATEGIES

Time : Three Hours

Maximum : 75 Marks

Answer **ALL** questions
ALL questions carry **EQUAL** marks (5 x 15 = 75)

- 1 a Discuss the factors that threaten successful implementation of leadership strategy,
OR
b Illustrate the Porter's five forces frame work.
- 2 a How can value chain analysis be used to identify corporate strength and weakness
OR
b It is very difficult to implement corporate governance in Indian Business Environment' - Discuss.
- 3 a Explain the various functional level strategies adopted in an organization.
OR
b What are strategic alliances? Explain their advantages and disadvantages, so as to make strategic alliances work successfully?
- 4 a Explain the role of portfolio analysis in corporate strategy formulation.
OR
b Explain the various strategies to manage rivalry in mature industries.
- 5 Case Study
a From your opinion, give checklist and formats for functional areas to analyze and evaluate strength and weakness of an organization.
OR
b Kinder.....Care Learning Centres had been founded to take advantage of the increasing numbers of dual - career couples who were turning to day-care centers to watch their children while they were at work. In comparison to some centres that were nothing more than babysitting services providing only minimal attention to the needs of the children. Kinder - Care offered pleasant surroundings staffed by well-trained personnel. So on Kinder - Care had over 1,000 centers in almost 40 cities in the United States. Not satisfied with its success, however, Kinder Care's top management decided to take advantage of its relationship with working parents to diversify' into the somewhat related advantage of its relationship with working parents to diversify into the somewhat related business of banking, insurance and retailing. Financed through junk bonds, the strategy failed to bring in enough cash to pay for its implementations. After years of losses, the company was driven to bankruptcy in the later 1980s. It emerged from bankruptcy in 1993, divested of its acquisitions and pledged to stay away from diversification. The new CEO initiates a concentration strategy' with an emphasis on horizontal growth, Kinder - Care opened its first center catering expressly to commuters in a renovated supermarket near the Metro line to Chicago. It also offered to build child - care centres for big employers or to run existing facilities for a fee. It opened its first overseas center in Britain. By 1996, the company was earning \$21.7 million on revenues of \$506.5 million with centers in 38 states and the United Kingdom.
(i) What did this company do right?
(ii) What mistakes did it make?
(iii) Do you think it made the right decision to grow internationally?
(iv) Should it expand further? if so, what corporate strategy should it use?