

- Q-4** (a) Discuss the statement: Congruence and Coordination among the strategies and structure is highly required for the achievement of organizational growth. **07**
- (b) Why merger and acquisition strategies are popular in many firms competing in the global economy? Are the reasons the same in the case of India? **07**

Q-5

Tata Steel: A Century of Corporate Social Responsibilities

Tata Steel is an Indian company with a rich tradition of both performance and corporate social responsibility. For Tata Steel, corporate social responsibility certainly applies to its employees. Labor relations with its union are very strong and cooperative. However, Tata's support of local communities is especially noteworthy. Tata has invested heavily in local communities by providing management expertise, building critical infrastructure, and providing services that are normally supplied by government. These investments benefit Tata workers and their families as well as those with no ties to the company. Tata management is convinced that these investments have benefited the company.

Recent changes in share ownership and the realization that Tata is competing in a global industry have forced management to re-examine its core business philosophies, including some of its well-established policies on corporate social responsibility. While Tata's stated vision addresses both profitability and social responsibility, decision-makers are wrestling with how to balance the tradeoffs between the two. The question for the TATA is how vision must reconcile two seemingly incompatible things – the social values that have guided the company throughout its long and storied history and a renewed focus on profitability.

- (a) What factors are critical to the success of Tata Steel? **07**
- (b) What strategic changes do you suggest to TATA in order to take of social values and profitability? **07**

OR

- (a) Which type of organizational structure can you suggest for TATA? **07**
- (b) Can Sustainability be considered a CSR activity? Give an appropriate argument for the same. **07**
