

Seat No.: \_\_\_\_\_

Enrolment No. \_\_\_\_\_

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER –III-EXAMINATION – SUMMER-2022**

**Subject Code: 1539501**

**Date: 12-07-2022**

**Subject Name: Strategic Management**

**Time: 02:30 PM TO 05:30 PM**

**Total Marks: 70**

**Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

**Q-1 Define the following**

- |   |                                  |           |
|---|----------------------------------|-----------|
| 1 | Define: Cost Leadership Strategy | <b>14</b> |
| 2 | Corporate Social Responsibility  |           |
| 3 | TBL Approach                     |           |
| 4 | Jugaad                           |           |
| 5 | Merger                           |           |
| 6 | Takeover                         |           |
| 7 | Blue Ocean Strategy              |           |

**Q-2**

- (a) Discuss: Management of Change through VUCA. **07**
- (b) List reasons for Diversification. What is the role of Intangible & Tangible resources in diversification? **07**

**OR**

- (b) Discuss: Portor's Diamond Model **07**

**Q-3**

- (a) Why is it essential for the firm to audit / investigate another firm before entering into an agreement or contract? What is the role of Due Diligence in it. **07**
- (b) Discuss: I/O Model **07**

**OR**

- (a) Explain Blue Ocean Strategy & Shift. Using ERRC Grid, discuss an example of a BOS company. **07**
- (b) Discuss the three major types of organizational structures. Which structure is required to execute transnational strategy? **07**

**Q-4**

- (a) Carry Out Value Chain Analysis of Gujarat Tourism **07**
- (b) As a strategic leader, what actions could you take to establish and emphasize ethical practices in your firm? **07**

**OR**

- (a) Explain the concept of Low-cost strategy with the suitable example of any company from automobile industry that has executed low-cost provider strategy. **07**
- (b) How would you respond to a critic who says that the Tata group engages in CSR activities to enhance the reputation of the Tata brand and thereby, benefit economically from its social responsibility initiatives? **07**

**Abrahamson's Jewelers.**

Through its sole location in an affluent suburb of San Francisco, Abrahamson's Jewelers has established a strong niche market in the upscale jewelry store segment. Abrahamson's was founded in 1871 and is currently owned and operated by John Wickersham, who bought the firm from its namesake founders in 1985. Wickersham joined the firm as a trainee out of high school, completed his gemology training, and several years later took ownership with the financial help of his parents. That debt has long been paid off and business has thrived. When he first acquired the business, Abrahamson's offered a full range of jewelry and gift items from watches to wedding sets to silverware to clocks. This broad range of products was mirrored by a broad price range-\$10,000 Rolex watches were sold next to \$50 Seiko watches. While some jewelry was custom designed and manufactured, most of the products were "case ready," meaning they were sourced from large jewelry and silver manufacturers from around the world. Over the last 15 years, Wickersham has narrowed the company's product offering considerably to focus only on high-end watches like Rolex and Piaget, custom jewelry, and estate jewelry. Wickersham stresses that this is an appropriate focus for his business since each of the products lends itself to relationship selling, and price rarely comes into the discussion. Despite the narrower offering moreover, Abrahamson's floor space has doubled, and clients are intensely loyal to the good taste, design skills, and personal service level provided by Mr. Wickersham.

- (a) What generic business strategy best describes Abrahamson's? Why? **07**
- (b) While Abrahamson's is doing well, Mr. Wickersham would like to grow his business beyond the present location. He believes that growth may bring greater profitability, as well as employment avenues for his only child, who will soon be finishing high school. What recommendations do you have for Mr. Wickersham regarding his growth choices? **07**
- OR**
- (a) Design value chain for the above-mentioned business. **07**
- (b) As a strategic advisor, which international strategy do you suggest to Mr. Abrahamson? **07**

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