

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA SEMESTER- III - EXAMINATION-SUMMER-2024**

**Subject Code: 2539301**

**Date: 25/04/2024**

**Subject Name: Global 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.**
- 4. Use of simple calculators and non-programmable scientific calculators are permitted.**

		<b>Marks</b>
<b>Q- 1</b>	<b>Explain following terms -</b> (a) Business Model (b) Critical Success Factors (c) Internationalization (d) SPACE Matrix (e) Competitive Advantage (f) Core Competencies (g) Key Performance Indicators	<b>14</b>
<b>Q-2(a)</b>	Explain Strategic Management. What are the elements in the Strategic Management Process that you will consider as a consultant while implementing strategic management in any company?	<b>07</b>
<b>Q-2(b)</b>	Compare and contrast I/O model & Resource-based Model of Above Average Return.	<b>07</b>
<b>OR</b>		
<b>Q-2(b)</b>	‘Strategic intent helps companies set a target’ – Justify this statement by elaborating various components of strategic intent.	<b>07</b>
<b>Q-3 (a)</b>	How can Innovative Tech Solutions strategically overcome leadership changes, global expansion hurdles, and competitive pressures? Propose concise strategies to address weaknesses, seize opportunities, and ensure sustained growth in the tech sector. Suggest how Internal and External Environment Analysis can be performed using SWOT.	<b>07</b>
<b>Q-3 (b)</b>	Briefly explain the Porter’s Generic Business Level Strategies with examples of your choice for each strategy.	<b>07</b>
<b>OR</b>		
<b>Q-3 (a)</b>	‘Porter’s analysis is used to assess market attractiveness both for new entrants and existing companies’ – Support your answer by explaining the model in detail.	<b>07</b>
<b>Q-3 (b)</b>	How should "NexGen Dynamics", a leading U.S. tech company, strategically enter the Southeast Asian market? Considering options like	<b>07</b>

exporting, licensing, joint ventures, and wholly owned subsidiaries, what factors should guide its decision-making process?

- Q-4(a)** What is environment Analysis? Discuss types of environments and elaborate the concepts of resources, capabilities and core competencies with appropriate company examples. **07**
- Q-4(b)** Discuss 'BCG Growth-Share Matrix' as a Corporate Portfolio Analysis Technique. What are the advantages of using this tool for company? **07**

**OR**

- Q-4(a)** Discuss VRIO framework used to evaluate the resources and capabilities of an organization. **07**
- Q-4(b)** What is Strategic Leadership? Explain the factors affecting managerial discretion.

- Q-5** The grocery industry has the lowest amount of digitization of any industry. 'MobileSe' believes it can lead grocery innovation by providing retailers, customers, and brands with modular technology solutions. 'MobileSe' was started in 2014 with the goal of bringing the supermarket sector online and making grocery buying more convenient. Retailers, Customers, Brands, and Shoppers comprise MobileSe's grocery ecosystem, and hence the business model. MobileSe began by learning what customers want and then developed enterprise-grade tools to help shops achieve those demands. MobileSe intends to help any company, large or small, drive online and in-store success and better serve their customers in all ways they shop. MobileSe pioneered a new paradigm for online grocery shopping by providing customers with on-demand delivery from merchants they already know and trust. The primary pillars of MobileSe Ecosystem's technology are Marketplace, Enterprise Platform, and Ads. **07**

- *Marketplace:* They started the Marketplace in 2014 and immediately became the first startup to make online food shopping inexpensive and accessible to consumers. Customers can use this Marketplace to find their favourite products. It offers a creative advertising strategy that encourages customers to explore new brands, connects customers to its devoted shopper community, and assists retailers and customers in developing deeper relationships.
- *Enterprise Platform:* Enterprise Platform is an end-to-end technology solution that powers retailers across all aspects of their business. It's modular offerings allow retail partners to choose which technologies best fit their needs. These solutions work seamlessly together, so retailers can integrate more efficiently with MobileSe than multiple separate technologies.
- *Ads:* Ads combines the best of digital advertising — precision, actionability, and measurability — with the ability to directly move products off the shelves at stores, getting these products into customers' hands within hours. They have many advertising solutions to meet all the

brand partners' needs, including sponsored products, display ads, brand pages, and coupons.

These pillars together can provide Value Proposition to all stakeholders of the ecosystem.

**Q.5 (a)** Implement TWOS matrix on the above scenario **07**

**Q.5 (b)** Comment on the business model utilized by the company. **07**

**OR**

**Q-5 (a)** Identify the capabilities utilized by the company to reach this position. **07**

**Q-5 (b)** What were the advantages of using services of MobileSe to various stakeholders mentioned in the case? **07**