

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA-SEMESTER-III-EXAMINATION-SUMMER-2025

Subject Code: 1539501**Date: 30/05/2025****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.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

Q. No.	Question Text and Description	Marks
Q.1	Explain the following terms in brief: (a) Blue Ocean Strategy (b) Stakeholders (c) Merger (d) BCG Matrix (e) Sustainability (f) Multi domestic Strategy (g) Joint Ventures	14
Q.2	(a) Explain Porter's five force model for industry analysis with relevant examples.	07
	(b) Explain the I/O model for above average returns.	07
OR		
	(b) Explain the concept of strategic groups and its influence on strategy with a suitable example.	07
Q.3	(a) Discuss the concept of Value Chain with relevant example.	07
	(b) Explain various type of diversification with proper examples.	07
OR		
Q.3	(a) Discuss three global strategies and the factors that lead to their development.	07
	(b) Explain four criteria for sustainable competitive advantage with relevant examples.	07
Q.4	(a) Explain Jugaad innovation with examples.	07
	(b) Discuss the outcome associated with the various restructuring strategies in the short term and the long term.	07
OR		
Q.4	(a) With a relevant example, discuss the concept of corporate social responsibility and sustainability as a firm based strategy.	07
	(b) Outline the role of strategic leadership in the strategic management process in organizations.	07

Q.5

CASE STUDY:

Shlok International (SI) states that both its past successes and future growth strategies are based on an evolving network of wholly owned businesses and joint ventures around its core competency in glass making. Through their alliances and owned divisions they compete in four global business sectors: Specialty Glass and Materials (including materials for HDTV and LCD displays), Consumer Housewares (including microwavable dishware), Laboratory Sciences Products and Services (test tubes, testing equipment, and drug trials testing), and Communications (fiber optics and related technologies). Per the company's annual report, "binding all four sectors together is the glue of a commitment to leading edge glass making technologies, shared resources, and dedication to total quality." Each sector is composed of divisions, subsidiaries and alliances. However, the central role played by alliances is demonstrated by the fact that the combined revenue of its 30-some alliances is more than double that of SI on its own. Most of the alliances provide SI with access to particular geographic markets, industries, or channels, although an increasing number of alliances involve both market access and technological development.

- (a) SI appears to be managing a large number of alliances. What criteria should it use to exit particular alliances? **07**
- (b) Discuss the SWOT analysis of SI making suitable assumptions. **07**

OR

- Q.5** (a) Why would a company like SI place such emphasis on alliances as a growth vehicle? What risks arise from a strategy based on such a "network of alliances"? **07**
- (b) Discuss the controlling mechanisms to be used by SI for ensuring success in its alliance based strategies. **07**
