

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

Subject Code: 3539201

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	<p>Definitions / terms / explanations / short questions based on concepts of theory/practical</p> <p>a) What is PESTEL/STEEPLED Analysis b) Exit barriers c) Substitute power d) Focused Differentiation Approach e) Resources Vs Capabilities f) 3Ps of Triple Bottom Line g) Define CSR</p>	14
Q.2	<p>(a) M/s Rama Corporation Ltd is an Indian company, facing tremendous competition in consumer durable business in western India market. Their consultant proposes it to go an adopt “Blue Ocean Strategy” from present situation. Kindly help them in understanding what are Blue Ocean Vs Red Ocean strategies?</p>	07
	<p>(b) M/s Siemens India Pvt Ltd , believes that if they want to grow in the Indian market , they won't look only financial results, but they will need to adopt TBL approach, What does that means? Explain.</p>	07
	OR	
	<p>(b) Which are five dominant business level strategies and how they are different? With proper examples briefly explain them.</p>	07
Q.3	<p>(a) Draw a competitive revelry model and explain with respect to two wheelers industry players operational in India.</p>	07
	<p>(b) Differentiate among joint venture, equity, non-equity strategic alliances with suitable examples.</p>	07
	OR	
Q.3	<p>(a) What are various tools and frame work which help industry analysis? Write it separately in brief for Internal Analysis and External Analysis (Two each.)</p>	07

	(b)	Explain Value-creating Strategies of Diversification: Operational and Corporate Relatedness with appropriate diagram and suitable examples.	07
Q.4	(a)	How multidivisional (M form) structures will be different for the companies with cost leadership business level strategies and differentiation business level strategies? Explain with diagram and suitable example.	07
	(b)	Explain Opportunities and Outcomes of International Strategy with suitable diagrammatic representative and suitable examples.	07
		OR	
Q.4	(a)	Write a note on Downsizing, Down scoping and leveraged buyout with respect to Restructuring strategies with suitable examples.	07
	(b)	Differentiate among Joint Venture, Acquisition and merger with suitable examples and relative advantages and disadvantages of all three.	07

Q.5		<p>M/s Prince Graneuals Pvt Ltd. (PGPL) is being headed by Mr Shrivastav, CEO and operating head. Since last three years company is facing huge turbulences. In the financial year 2018-19 company did very had a growth of 20% in profits and sales both, however on announcement of wages settlement, workers went on strike as they were not happy with the policies and beyond that pollution control board filed a case against company for violation of norms as per the guidelines and company was panelized later by Rs.10.0 crore due to the same. That also eroded the reputation of the company in the society and also in the business community. While market was in the growth phase in the year 2019-20 company could not receive machines from their vendor from Germany on time as earlier company did not pay on time to the supplier. That did not permit organization to capitalize on market opportunities. Later dates suddenly situation changed due to COVID19 and plant was almost in lock down mode. Due to sudden fall in demand , Mr. Shrivastav and his team decided to give layoffs to the people due to non operational plant conditions and , later - on rising requirements when demand grew up in the year 2021 many of the workers at every levels did not return from their native , so inspite of the possible growth in the market company could not serve with the products to their customer and has been in financial crisis now.</p> <p>Board of Directors headed by Chairman Mr. Rao is certainly upset with the company's turbulent situation and he has been asking for the explanation from Mr. Shrivastav. Mr. Shrivastav defended that, these are VUCA world challenges and not only theirs' but many companies in the industry and surrounding has faced that. Upset Mr Rao is not convinced and believes Strategic Leadership is a concern and Mr Shrivastav has failed in stake holders' relationship and governance, balance Score card approach could have been helping in handling situation better if he would have lead empathetically. He is of the opinion of terminating Mr Shrivastav and change the leadership.</p> <p>In the given situation, answer following.</p>	
	(a)	Mr Shrivastava believes, "it's VUCA world", What does he means by that? What are VUCA challenges company is facing? Do you agree with Mr. Shrivastava's defense?	07
	(b)	Mr Rao believed that "Strategic Leadership" is a concern with Mr. Shrivastav's leadership, critically evaluate and suggest your opinion on that. Also brief what is strategic leadership and what are the gaps ?	07
		OR	
Q.5	(a)	What does Mr Rao mean by "Stake Holders" relationship management? How do you evaluate the decision of	07

	terminating Mr Shrivastav and changing leadership? What else could have been also thought?	
(b)	What are your views on the beliefs regarding "Balance Score Card" how that tool might have been helpful in handling situation to Mr Shrivastav as believed by Mr Rao ?	07
