

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER -III– EXAMINATION – WINTER 2021**

**Subject Code: 1539302****Date: 15-02-2022****Subject Name: Global Strategic Management****Time:10:30 AM TO 01:30 PM****Total Marks: 70****Instructions:**

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

| Q.<br>No.  | Question Text                                                                                                                                                                                                                                            | Marks     |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>Q.1</b> | Explain following terms in brief:<br>1. Transnational strategy<br>2. International Business level strategy<br>3. Core competencies<br>4. Vision of a company<br>5. QSPM of decision stage<br>6. Network Cooperative Strategy<br>7. Competitive Advantage | <b>14</b> |
| <b>Q.2</b> | (a) Strategic management is all about gaining and maintaining competitive advantage. Explain whether you agree or disagree with the help of examples.                                                                                                    | <b>07</b> |
|            | (b) What do you understand by competitive advantage, sustained competitive advantage and above average rate of return? Why does a company want to achieve sustained competitive advantage and not competitive advantage?                                 | <b>07</b> |
| <b>OR</b>  |                                                                                                                                                                                                                                                          |           |
|            | (b) Why do you think the SWOT matrix is the most widely used of all strategy matrices?                                                                                                                                                                   | <b>07</b> |
| <b>Q.3</b> | (a) Explain the resource based model of above average return with an example.                                                                                                                                                                            | <b>07</b> |
|            | (b) Why are mergers and acquisitions strategies popular in many firms competing in global economy? Are the reasons same in case of India? Give reasons.                                                                                                  | <b>07</b> |
| <b>OR</b>  |                                                                                                                                                                                                                                                          |           |
| <b>Q.3</b> | (a) Identify all the components of a mission statement and make a mission statement which uses any three of these components.                                                                                                                            | <b>07</b> |
|            | (b) Identify the four major benefits of an international strategy executed by a global FMCG company operating in India?                                                                                                                                  | <b>07</b> |
| <b>Q.4</b> | (a) Explain in brief the different types of quantitative and qualitative criteria to be used to evaluate a company's strategy?                                                                                                                           | <b>07</b> |
|            | (b) With examples explain the organizational structure used for implementing the multi domestic, global and transnational international strategies?                                                                                                      | <b>07</b> |

**OR**

**Q.4 (a)** Explain with example creation of competitive advantage through strategic alliance. **07**

**(b)** Identify reasons to justify that strategic management is more complex in a multinational firm then in any other firm? **07**

**Q.5 CASE STUDY:**

| <i>Brand</i> | <i>Revenue</i> | <i>% of revenue</i> | <i>Largest rival's market share</i> | <i>Your brand's market share</i> | <i>Relative market share</i> | <i>Market Growth rate</i> |
|--------------|----------------|---------------------|-------------------------------------|----------------------------------|------------------------------|---------------------------|
| 1            | 3,50,000/-     | 38                  | 30 %                                | 5 %                              | 0.17                         | 12 %                      |
| 2            | 20,000/-       | 2                   | 10 %                                | 1 %                              | 0.10                         | 15 %                      |
| 3            | 5,00,000/-     | 54                  | 25 %                                | 25 %                             | 1.00                         | 03 %                      |
|              |                |                     |                                     |                                  |                              |                           |
| 4            | 50,000/-       | 6                   | 45 %                                | 30 %                             | 0.67                         | 13 %                      |

Above table shows data for a typical company having 4 brands – 1, 2, 3 & 4. Based on these data answer following questions.

**(a)** Identify position of brand 1 on a BCG matrix **07**

**(b)** Identify position of brand 2 on a BCG matrix **07**

**OR**

**Q.5 (a)** Identify position of brand 3 on a BCG matrix **07**

**(b)** Identify position of brand 4 on a BCG matrix **07**

\*\*\*\*\*