

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA – SEMESTER III– EXAMINATION – WINTER 2021****Subject Code: 1539501****Date:15/02/2022****Subject Name: 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. No.	Question Text and Description	Marks
Q.1	Definitions / terms / explanations / short questions based on concepts of theory/practical a) Key growth drivers b) Exit barriers c) Competency d) Stake Holder’s Concept e) Cost Leadership Strategy f) Strategic Alliances g) Take over Vs Merger.	14
Q.2	(a) Which strategies are referred as Business Level Strategic Cooperative strategies and how are they different with business level strategies, quote the answers with suitable examples. (b) Sketch the difference in the essentials of “Resources”, “Capabilities” and “Competences” in Consumer durable Industry Vs. Information Technology Sector ?	07 07
OR		
	(b) Write a note on value chain analysis and importance of each and every function in creation of “Value”. Explain how “outbound logistic” can add/affect in value composition to the two wheeler automobile manufacturer?	07
Q.3	(a) What are R-R-R and P-P-P Concepts with respect to Triple bottom line principle? How consideration of the same will impact in a chemical plant to be located near about your home, explain in brief? (b) What is “Vision” and “What is Mission” state the key elements of Vision and Mission with suitable examples.	07 07
OR		
Q.3	(a) Mr Joseph , Head marketing division of Unicorn Mobile company feels that it’s extremely competitive VUCA world in mobile sector and he is quite unclear further post COVID 19, what next. Mrs Saxena –Director of the company explained him to handle VUCA with VUCA. Kindly explain what Mr Joseph is worried about and how Mrs Saxena is trying to help him ? (b) Explain Diversification with diagram and example of each case. and also quote on Integration (all types with suitable examples).	07 07
Q.4	(a) Which are the ways with which companies can enter in an International Market ? Explain all the international theories broadly used by the organizations for going global.	07

- (b) What do we mean by Strategic Leadership ? Write a challenges Corporate Leadership faces these days and how your learning of this subject will help you in understanding them? **07**

OR

- Q.4 (a)** Differentiate with minimum three examples of various organizations following “Globalization” strategy with “Transactional” strategies in Indian Market with suitable justification on their strategic stand. **07**

- (b) What are the reasons for the firm to acquire an another firm? How they are beneficial or helpful and which will be the leading constraints in acquisitions? **07**

Q.5 CASE STUDY:

For FMCG Products company M/s PQR Ltd the average of their market size and their own performance and over all market performance data obtained are as under.

Product Category	Over all market size (Rs. in Crore, 20-21)	M/s PQR Ltd's last year Turn over in (20-21)	M/s PQR Ltd last three year's (avg)growth rate	Market position Rank of the company (20-21)	Over all Market growth rate last 3 years average
A	175	80	30 %	1 st	25 %
B	150	30	(-10%)	6 th	10%
C	300	100	20%	3 rd	20%
D	50	30	(-15%)	5 th	(-20%)
E	100	25	(-15%)	6 th	10%
F	25	5	30%	3 rd	40%
G	50	10	(-10%)	6 th	25%
H	200	100	20%	1 st	(-25%)

Mr Rao , President of the company during board meeting and discussion, evaluating the above situation and advising , the strategic leadership team to work out on few inputs as stated in questions below. Help them in analysis.

- (a) Plot the above products in BCG matrix in various quadrants and check which products falls under which quadrant of BCG matrix. **07**
- (b) For the product categories “D” and “H” what will you be advising organization with your knowledge of Strategic Management concepts? For Product “A” company decides to go for Cost Leadership Strategy at Business levels. What does that mean ? **07**

OR

- Q.5 (a)** Mr. Mathur in above situation suggested to plot the data on “GE” matrix unlike , BCG – help plotting the above situation on 9 cell GE matrix and guide which product will fall in which situation ? **07**
- (b) For product “A” and “C” companies board is decided to follow Blue Ocean Strategic Views guidelines, What does that means? and Critically evaluate , will that be an appropriate approach ? **07**
