

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

Subject Code: 3539201**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	Briefly explain the below mentioned terms (a) Strategy (b) Capital Market Stakeholders (c) Strategic Group Mapping (d) Downscoping (e) VUCA (f) Triple Bottom Line (g) Corporate Entrepreneurship	14
Q.2	(a) Explain with an example the Industrial Organization (I/O) model of above average return. What are the assumptions of this model? (b) Choose a large corporate. Write down its vision and mission statements. Evaluate the vision and mission statements and discuss the role of vision and mission statements in strategy	07 07
OR		
	(b) Taking the Indian automobile industry as an example, Explain the Porter's five force model and its relevance for Industry analysis	07
Q.3	(a) Discuss Diversification as a Corporate Strategy. List and explain the types and levels of Diversification. (b) List and explain the various methods adopted by companies for entering International Markets. After entering an International market, what strategic choices a company has for strategy formulation at individual country level ?	07 07
OR		
Q.3	(a) What is a Strategic Alliance? What is the purpose of a Strategic Alliance? Why Strategic Alliances fail? (b) Explain the role of Strategic and Financial Controls in Strategy Implementation. What are the limitations of such an approach ?	07 07
Q.4	(a) What is a Balanced Scorecard? What are its advantages against traditional financial reporting measures? (b) Discuss the concept of Blue Ocean Strategy. How does it differ from the traditional understanding of Strategy as Red Ocean Strategy?	07 07
OR		

- Q.4 (a)** Discuss the concept of Grassroots Innovation and Jugaad Innovation as practiced in India? What are the major learning from these concepts of Strategy Making? **07**
- (b)** Discuss Azim Premji as a Strategic Leader. What are the characteristics of him, that qualify for calling him as a Strategic Leader. **07**

Q.5

When Interface's founder, the late Ray Anderson, set a target for his business to have zero impact on the environment by 2020 many thought it an outrageous ambition. But the company has made such great strides that, twenty years later, its European operations are within touching distance. At a time when very few companies were making public commitments to sustainability, "mission zero" was a bold vision. Since then Interface's journey towards sustainability has seen a momentous shift in the way the company operates – and some outstanding results

Meeting the challenge of zero impact on the environment is not about making a few tweaks. It requires a certain mindset, an aggressive energy efficiency programme and the technology to go with it. It means an approach to sustainability that influences every aspect of the company's business, inspiring Interface and its people to continually push at the boundaries. Others include the use of alternative, more sustainable materials and the installation of LED lighting.

When it comes to water use, many of Interface's savings have come from fundamental shifts in the way it makes its products. The company has also changed the way it operates. A new closed-loop piping system in its Scherpenzeel plant, for instance, recycles all cooling and manufacturing water, meaning the only water used by the factory is for domestic purposes. Naturally, Interface is proud of these milestones on its "mission zero" journey. It is the kind of progress that is beyond the imagination of many companies, but for Interface it is by no means the end of the story. For Interface, "mission zero" is not just about its own operations – it is taking responsibility for the lifecycle of its products

- (a) What is mission zero for Interface Inc. How is it related to Sustainability? **07**
- (b) With the above case as an example discuss the role of Sustainability for Business Organizations **07**

OR

- Q.5 (a)** Why does the author say that Sustainability is not about few changes but a total change of mindset in case of Interface? **07**
- (b)** What is taking responsibility for the lifecycle of its products? How is it related to Sustainability? **07**
