

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER –III-EXAMINATION – WINTER-2022

Subject Code: 1539302

Date:27/01/2023

Subject Name: Global Strategic Management

Time:10:30 AM to 1:30 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.

Ques. No.	Particular	Max Marks
Q- 1	Explain following terms - (a) Strategy (b) Competitive Advantage (c) Joint Venture (d) Risk in International Environment (e) Retrenchment (f) Value Chain (g) EFE Matrix	14
Q-2(a)	Discuss the important steps involved in strategic management process.	07
Q-2(b)	Select a company which is a market leader in the FMCG industry and identify the sources of competitive advantage of your chosen company. For each of these business level strategies, describe the associated benefits enjoyed by the company (a) Cost Leadership (b) Differentiation.	07
OR		
Q-2(b)	What is corporate level strategy? Why is it important for a diversified firm?	07
Q-3 (a)	Use Porter's five forces model to evaluate competitiveness within the Indian banking industry.	07
Q-3 (b)	Consider a company of your choice in telecom industry and frame the strategies based on TWOS Matrix.	07
OR		
Q-3 (a)	Consider a company of beverage industry and do the PESTE analysis to know the impact of external environment. Categorize the impact of all factors in the range of low, medium and high.	07

Q-3 (b) In a BCG Matrix, would the Question Mark quadrant or the Cash Cow quadrant be more desirable? Explain. If a firm has leading market share in its industry, where on the BCG Matrix would the circle lie? **07**

Q-4(a) List a few recent instances of Indian companies that adopted merger / takeover / strategic alliance and make observations on how these companies benefited. **07**

Q-4(b) Analyze the major types of international entry modes firms adopt to enter international market. **07**

OR

Q-4(a) **Distinguish between –** **07**
(a) Horizontal and Vertical Integration
(b) Simple and Functional Organization Structure

Q-4(b) What is Porter's Diamond Model of National Advantage? Explain with the help of suitable examples.

Q-5 **Case Study: Swiggy - Delivering on Business Continuity Amidst COVID-19**

Due to the outbreak of COVID-19 in India, Swiggy's business suffered with restaurants being shut and customers showing reluctance to order from restaurants fearing the spread of the virus through food. In March 2020, food orders on Swiggy dropped by 60%. To cope with the pandemic, Swiggy introduced a slew of measures including reinventing its order journey to maximize food safety at each step of the order-delivery process, supporting delivery and restaurant partners, and diversifying into online groceries and delivery. As part of its surviving strategy, Swiggy laid off 1,100 employees in May 2020 and also scaled down or shut down adjacent businesses.

Though Swiggy bounced back to pre-COVID order volumes in October 2020 due to a surge in food orders, the food aggregator faced some challenges including growing competition, change in consumer behavior leading to a drop in the demand for online food delivery, regaining customer trust, bringing more restaurants back on to its platform, and recovering revenues. Moreover, Swiggy faced a new threat from e-commerce giant Amazon, which entered the food delivery space in India.

Q.5 (a) Analyze the potential impacts of the COVID-19 pandemic on Swiggy's business. **07**

Q.5 (b) Illustrate the importance of Business Continuity. **07**

OR

Q-5 (a) Identify the challenges faced by Swiggy and evaluate Swiggy's response to the COVID-19 crisis. **07**

Q-5 (b) Explore Swiggy's future strategy and the actions it can take to recover from the crisis and consolidate its position in the highly competitive online food delivery sector in India. **07**
