

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA– SEMESTER –III-EXAMINATION – WINTER-2023

Subject Code:1539601**Date: 01-12-2023****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.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

Q. No.	Question Text and Description	Marks
Q.1	Briefly explain the below mentioned terms (a) Downscoping (b) Dominant Business (c) Driving Forces (d) Strategic Fit (e) Triple Bottom Line (f) Multi domestic Strategy (g) Strategic Control	14
Q.2	(a) Investigate the usefulness of Resource based model of Strategy for earning above average returns (b) How can the Porter's Five Force Model be used for industry analysis? Discuss with the help of an example	07 07
OR		
	(b) What is a Strategic Group Map? Draw and explain two strategic maps of your choice?	07
Q.3	(a) How a firm can use Merger and Acquisitions strategy for its growth? Explain with relevant examples. (b) Recently NDTV India has been taken over by Adani Enterprises Limited for its foray into the Information business. Was it a hostile takeover? Evaluate this take over as an important tool of Corporate Strategy in light of this example. What are some of the problems associated with hostile takeovers?	07 07
OR		
Q.3	(a) What is a Strategic Alliance? What is the purpose of a Strategic Alliance? Why Strategic Alliances fail? (b) Evaluate the major International Corporate Strategies which a company can use for its business expansion in International Markets.	07 07
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? (b) Evaluate the role of Ratan Tata as a Strategic Leader in the Strategy Implementation Process for the TATA group in the early part of the 21 st century. Outline some characteristics of him as a Strategic Leader from the above evaluation.	07 07

OR

- Q.4** (a) What is a Balanced Scorecard? What are its advantages against traditional financial reporting measures? **07**
- (b) Discuss the concept of Blue Ocean Strategy. How does it differ from the traditional understanding of Strategy as Red Ocean Strategy? **07**
- Q.5** Read the case below and answer the questions at the end of the case.

After 65 years of being in the hospitality business through its chain of luxury hotels, the famous Oberoi name is about to be transferred into a consumer products brand. East India Hotels has drawn up plans to become a multiproduct, multidivisional empire through a series of diversification moves.

The expansion will see the high profile hotel group venture into unfamiliar terrain-food processing, edible oils, tissue paper and health care. These will be in addition to the existing software division.

The first move will see the launch of a variety of processed foods every meal from breakfast to dinner as well as chocolates, spices and mineral water. The plan is to target only the up market segment by feeding on as well as nourishing the brand's reputation. Edible oil, for instance, will be positioned as a product of specialty cooking. The Oberoi brand name is also extended to international quality tissue paper. The Oberoi, after the experience of managing the catering business division of a major hospital in Saudi Arabia, now plan to set up a 250 bed, Rs 40 crore hospital in Delhi with US or Australian collaboration. The Oberoi software division has already started selling its hotel management packages in the domestic market and planning to enter the international market using an international tie-up.

- (a) Has East India Hotels capitalized on its strengths in its growth plan? If so, how? **07**
- (b) Evaluate this diversification strategy of the company in the light of the concept of Related/Unrelated Diversification Strategy **07**

OR

- Q.5** (a) Evaluate the risks associated with this type of Diversification Strategy for East India Hotels **07**
- (b) Is there a Strategic Fit between the existing and proposed businesses of East India Hotels ? Discuss as per the facts above outlined in the case. **07**
