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

Subject Code:2539301   **Date: 05/12/2023**
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.**

Q.1	Briefly explain the following terms -	**14**
	a. Vision of a Company	
	b. Competitive Advantage	
	c. BCG Growth-Share Matrix	
	d. Strategy	
	e. Risk in an international environment	
	f. Key Performance Indicators (KPIs)	
	g. Strategic Intent	

Q.2 (a) Conduct a SWOT analysis for a multinational company of your choice, considering both internal and external factors.   **07**

Q.2 (b) Use Porter's five forces model to evaluate competitiveness within the Indian banking industry.   **07**

OR

Q.2 (b) Differentiate between the I/O model and the Resource-based model of Above Average Return in strategic management.   **07**

Q.3 (a) Conduct a value chain analysis for a manufacturing company, highlighting key activities that contribute to its competitive advantage.   **07**

Q.3 (b) Discuss corporate-level strategies, including stability, expansion, retrenchment, and combination strategies.   **07**

OR

Q.3 (a) Assume you are a strategic consultant for a local company planning to expand internationally. Recommend an appropriate entry mode and support your choice based on the company's characteristics and the target market.   **07**

Q.3 (b)   Under which conditions are these business strategies used?   **07**
(a) Cost Leadership
(b) Differentiation
(c) Focus
Explain with the help of suitable examples.

Q.4 (a)   Select a global industry and discuss how demographic, political, economic, social,   **07**
technological, environmental, legal, and global factors impact strategic decision-
making within that industry.

Q.4 (b)   Analyze a case where strategic leadership played a crucial role in a company's success
or failure. Discuss specific leadership actions and their impact on strategic outcomes.

OR

Q.4 (a)   Consider a company of your choice in automobile industry and discuss the strategic
management process for this company.

Q.4 (b)   Imagine you are a manager in a company undergoing a strategic change. Identify
potential challenges in implementing structural changes and propose solutions.

Q.5   **Case Study: Zepto - Redefining the Indian Online Grocery Market**

In May 2022, India-based quick online grocery delivery company Zepto raised a
funding of US$200 million. After this round of funding, the valuation of the company
went up to US$900 million and it moved toward the unicorn club. Zepto had
revolutionized the Indian online grocery space by introducing a 10-minute delivery
model.

Indian Online Grocery Market
Experts stated that Indians spent a major part of their monthly income on groceries. In
the earlier days, the grocery market of India was operated by hypermarkets,
supermarkets, discount stores, and malls. Over a period of time, use of the internet and
the demand for online shopping increased. Also, the lifestyle of customers changed. All
these factors led to the growth of the online grocery market in India.

Start of Zepto
Zepto was not Palicha's first venture. In September 2019, when he was just 17, he
started a car pool mobile app in Dubai. The app got a grant of Dh 53,550 from Emirates
NBD, Dubai's government-owned bank, but the concept did not succeed. Then, with
his childhood friend Kaivalya Vohra, Palicha went to Stanford University, the US, to
study computer science. However, after the outbreak of Covid-19, both of them came
back to Mumbai during the lockdown months of 2020.

How It Works

To beat the battle prevailing in the q-commerce market in India, Zepto launched a unique business model, i.e., the Dark Store Model. Dark stores were a type of micro warehouse, where the company stored its groceries. These stores were not accessible to the public and customers. Under this model, the company set up dark stores in different parts of the city, bearing different pin codes, where it planned to operate, so that products could be delivered quickly.

Disruption in Online Grocery Delivery Segment

The q-commerce market started growing with the rise of the pandemic. Smaller households, bachelors with their busy lifestyle, and elderly people were all factors that increased the need for quicker and more convenient shopping options. Many customers preferred to buy small amounts of groceries and household products when there was a need, instead of purchasing them in bulk. The quick deliveries market was expected to touch US$5.5 billion by 2025.

Challenges

Although there were enormous growth opportunities in the quick online grocery market in India for companies dealing with the quick online grocery delivery business, there were some challenges which these companies faced. One of the major challenges was low margins. In the quick online grocery delivery business, the average order volume was very low and the delivery cost was high, which led to low margins for the companies. Looking at the heavy competition in the quick online grocery market in India, some analysts suggested that companies with a huge customer base stood a better chance of winning this competition.

Q.5 (a)	How the differentiation strategy helped a startup gain a competitive advantage in the online grocery delivery market.	**07**
Q.5 (b)	Identify various opportunities and threats for Zepto.	**07**

OR

Q.5 (a)	How the innovative business model of quick online grocery startup disrupted the online grocery market.	**07**
Q.5 (b)	How quick commerce startups work and how they are going to survive in the long run.	**07**