

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA-SEMESTER-III-EXAMINATION-WINTER-2024

Subject Code: 1539501**Date: 12/12/2024****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	Explain the following terms: <ol style="list-style-type: none"> 1. Vision 2. Value Chain 3. Sustainable competitive advantage 4. Acquisitions 5. Grassroots 6. Differentiation strategy 7. Corporate Entrepreneurship 	14
Q.2	(a) Differentiate between Mission and Vision. Discuss the I/O model for generating Above average returns.	07
	(b) Explain the term 'Stakeholders' in business. Demonstrate your understanding as to how these stakeholders are important in Strategic Management process.	07
OR		
	(b) One of the renowned Pharmaceutical company named Mango is diversifying its project in the Energy Beverages Manufacturing. Design the model that can help in decision making by using Michael Porter's Five force Model of industry analysis.	07
Q.3	(a) Discuss 'Vertical Integration'. Elaborate the merits and demerits of Vertical Integration in the contemporary organization.	07
	(b) What is the Balanced Score Card? Discuss as to how it helps the company in achieving the strategic objectives.	07
OR		
Q.3	(a) Write your understanding about the company's diversification strategy in different circumstances. Support your answer with relevant illustrations.	07
	(b) Describe briefly the strategic alliances and discuss as to how it is relevant for organizations to implement it.	07
Q.4	(a) Bring out the differences between BCG Matrix and GE Matrix with the appropriate explanation.	07
	(b) Discuss at length the contemporary trends in managing the change through VUCA.	07

OR

- Q.4** (a) Justify the term 'Juggad'. Write a brief explanation about how this concept is of more relevance in modern times, by illustrating practical examples. **07**
- (b) Explain the TBL approach as one of the strategy implementation approach adopted by the various organizations. **07**

Q.5 **CASE STUDY: Global to Local**

Honey Lda, one of the Baby products manufacturing company of Johannesburg, SA, is studying the Indian markets for formulating the entry strategies. Honey Lda. has been operating in European, African and Chinese markets successfully with the same range of products. It has been dilemma for them to decide the strategies taking into consideration the vast diversity and the existing rivals in the same industry. The net worth of Honey Lda in 2023 has been 150 million dollars. Experiencing the market response in developing country like India has been the new risk taking decision for them. The strategists of Honey Lda are eager to cater the needs of these diversified population in the product line of baby products by formulating and strategically implement the strategies.

Studying the above case, you are required to suggest and guide the company with your understanding by answering the following questions:

- (a) What model can Honey Lda. study and analyze before formulating the strategy? **07**
- (b) Do you think that Honey Lda. Should enter with differentiation strategies? **07**

OR

- (a) How far the Global strategy can be applicable for Honey Lda. ? **07**
- (b) Would you suggest Honey Lda. to opt for strategic alliances? If yes, How? Please justify. If No, explain the specific reasons. **07**
