

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

Subject Code: 1539701

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.

<b>Q.1</b>	Explain the following terms in brief: (a) Resources (b) Value (c) Above average returns (d) Competencies (e) Strategic Group (f) Joint Ventures (g) Mission	<b>14</b>
<b>Q.2</b>	<b>(a)</b> Explain four criteria used to determine whether resources and capabilities are core competencies.	<b>07</b>
	<b>(b)</b> Explain the differentiation strategy and the risks associated with using it to earn above average returns.	<b>07</b>
	<b>OR</b>	
	<b>(b)</b> Discuss the classification of stakeholders with relevant examples.	<b>07</b>
<b>Q.3</b>	<b>(a)</b> Discuss the concept of Value Chain with relevant example.	<b>07</b>
	<b>(b)</b> Explain the five alternate modes for entering international markets.	<b>07</b>
	<b>OR</b>	
<b>Q.3</b>	<b>(a)</b> Discuss related and unrelated diversification with relevant examples.	<b>07</b>
	<b>(b)</b> Explain BCG matrix with relevant examples.	<b>07</b>
<b>Q.4</b>	<b>(a)</b> Explain Blue Ocean Strategy and summarize its basic principles.	<b>07</b>
	<b>(b)</b> Discuss the concept of corporate social responsibility with relevant examples.	<b>07</b>
	<b>OR</b>	
<b>Q.4</b>	<b>(a)</b> Discuss balanced scorecard with reference	<b>07</b>

		to strategic leadership and associated decision making.	
	(b)	As a strategic leader, what action would you take to establish and emphasize ethical practices in your firm.	07
Q.5		<p><b>CASE STUDY:</b></p> <p>Raha International (RI) states that both its past successes and future growth strategies are based on an evolving network of wholly owned businesses and joint ventures around its core competency in glass making. Through their alliances and owned divisions they compete in four global business sectors: Specialty Glass and Materials (including materials for HDTV and LCD displays), Consumer Housewares (including microwavable dishware), Laboratory Sciences Products and Services (test tubes, testing equipment, and drug trials testing), and Communications (fiber optics and related technologies). As per the company's annual report, "binding all four sectors together is the glue of a commitment to leading edge glass making technologies, shared resources, and dedication to total quality." Each sector is composed of divisions, subsidiaries and alliances. However, the central role played by alliances is demonstrated by the fact that the combined revenue of its 30-some alliances is more than double that of RI on its own. Most of the alliances provide RI with access to particular geographic markets, industries, or channels, although an increasing number of alliances involve both market access and technological development.</p>	
	(a)	RI appears to be managing a large number of alliances. What criteria should it use to exit particular alliances?	07
	(b)	Discuss the SWOT analysis of RI making suitable assumptions.	07
		<b>OR</b>	
Q.5	(a)	Why would a company like RI place such emphasis on alliances as a growth vehicle? What risks arise from a strategy based on such a "network of alliances"?	07
	(b)	Discuss the controlling mechanisms to be used by RI for ensuring success in its alliance based strategies.	07

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