

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

Subject Code: 2539301

Date: 12/12/2024

Subject Name: Global 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.		Marks
Q.1	Definitions / terms / explanations / short questions based on concepts of theory/practical a) Levels of Strategy b) Environment Scanning c) Distinctive Competencies d) VRIO Framework e) Concentric Diversification f) Transnational Strategy g) Economic Risk in International Environment	14
Q.2	(a) Explain the different segments of general environment that are faced by a business organization.	07
	(b) Explain the differences in business level strategies used by different organisations from automobile or service industry.	07
	OR	
	(b) Explain the corporate level integration strategies adopted by Reliance Industries Ltd.	07
Q.3	(a) Explain with examples the different types of International strategies.	07
	(b) Explain the different modes of entry available to the firm 'Indian Hotels Ltd' if it decides to do business in Gulf countries.	07
	OR	
Q.3	(a) Explain with diagram Porter's Diamond model of Competitive advantage of nations.	07
	(b) Identify and describe the three strategic decisions that the firm 'Indian Hotels Ltd' needs to make, if it decides to do business in Gulf countries.	07
Q.4	(a) Explain through an example GE nine cell Matrix or Internal External Matrix.	07
	(b) What is strategic leadership? Explain with examples different roles played by strategic leadership.	07
	OR	
Q.4	(a) Explain through an example BCG (Boston Consulting Group) Matrix.	07
	(b) What is strategy evaluation (review)? Explain with examples four criterias used for review.	07

- Q.5** Read the case NAHAR INDUSTRIAL ENTERPRISES LTD. and answer the questions given below.

NAHAR INDUSTRIAL ENTERPRISES LTD.

Nahar Industrial Enterprises Ltd. (NIEL) is a textile manufacturer, covering value chain operations ranging from spinning, weaving and processing to finished readymade garments for male. Set up in 1983, NIEL is based in Ludhiana, Punjab. It consolidates its core business of textiles and divested in non-related business of steel, oils and soaps and also integrated forward into retailing. All this required embarking on an expansion strategy through integration, added focus on internationalization and future diversification into the related field of textile e-commerce.

The company has a good track record in the textile business. It also benefits from the partially integrated nature of operations which mitigates demand risk and its diversified revenue base with focus on the relatively stable domestic market, where it possess an established distribution network lending stability to volumes.

For putting its strategy into action, NIEL needs to go for expansion plan like augmenting production capacity and exclusive franchise outlets for its Cotton County branded garments. The finance for putting strategies into action will come from internal accruals, term loans and foreign currency convertible debentures.

As part of strategy implementation, NIEL needs to do business in foreign countries for its readymade garments, also venture into women and children apparels and expand the range from readymade garments to undergarments for male.

- (a) Which business level strategies is NIEL pursuing now? Give reasons for your choice. **07**
- (b) Identify the different expansion strategies that NIEL wants to pursue? Give reasons for your choice. **07**

OR

- Q.5** (a) Which corporate level strategies will NIEL pursue for future? Give reasons for your choice. **07**
- (b) Identify the type of organization structure that NIEL needs for future? Give reasons for your choice of structure. **07**
