

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

Subject Code: 3539201

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.1** Define the following terms **14**
1. Core competencies
 2. Vision and Mission
 3. Jugaad
 4. Strategic Alliance
 5. Balance Scorecard
 6. Strategic Leader
 7. Key Success Factor
- Q.2** (a) Which model is more relevant for generating above average returns, The I/O model or the resource-based model or both? Why? **07**
- (b) Define the term Strategic Intent, Strategic Fit, Strategic Leverage and discuss Its relevance in Strategic management process. **07**
- OR**
- (b) Write a note on “VUCA” model of change management. **07**
- Q.3** (a) Explain Porter’s Five Force Model with application in an organization of your choice. **07**
- (b) Discuss various corporate level strategies for business with appropriate examples. **07**
- OR**
- Q.3** (a) What do you mean by Blue Ocean Strategy? Explain how a company gets competitive advantage with the help of Blue Ocean Strategy? **07**
- (b) Explain the concept of Value Chain Analysis with suitable example of an Indian company. **07**
- Q.4** (a) Differentiate between Multinational, Global, Transitional and International Strategy with example. **07**
- (b) Discuss how Mckinseys 7s Model is useful in successful implementation of strategy. **07**
- OR**
- Q.4** (a) What is corporate social Responsibility? Explain the arguments in favour and against CSR. Write corporate social responsibility of any company of your choice. **07**
- (b) Explain the concepts of Innovation, Grassroots & Jugaad with examples. **07**

Q.5

Abrahamson's Jewelers

Through its sole location in an affluent suburb of San Francisco, Abrahamson's Jewelers has established a strong niche market in the upscale jewellery store segment. Abrahamson's was founded in 1871 and is currently owned and operated by John Wickersham, who bought the firm from its namesake founders in 1985. Wickersham joined the firm as a trainee out of high school, completed his gemology training, and several years later took ownership with the financial help of his parents. That debt has long been paid off and business has thrived. When he first acquired the business, Abrahamson's offered a full range of jewellery and gift items from watches to wedding sets to silverware to clocks. This broad range of products was mirrored by a broad price range-\$10,000 Rolex watches were sold next to \$50 Seiko watches. While some jewellery was custom designed and manufactured, most of the products were "case ready," meaning they were sourced from large jewellery and silver manufacturers from around the world. Over the last 15 years, Wickersham has narrowed the company's product offering considerably to focus only on high-end watches like Rolex and Piaget, custom jewellery, and estate jewellery. Wickersham stresses that this is an appropriate focus for his business since each of the products lends itself to relationship selling, and price rarely comes into the discussion. Despite the narrower offering moreover, Abrahamson's floor space has doubled, and clients are intensely loyal to the good taste, design skills, and personal service level provided by Mr. Wickersham.

- (a) What generic business strategy best describes Abrahamson's Jewelers? Why? **07**
- (b) What sort of leadership style demonstrated by Mr. Wickersham? Discuss its relevance in the context of case. **07**

OR

- Q.5** (a) Would you recommend that Mr. Wickersham should embark on an Internet sales strategy for his company? **07**
- (b) Critically Discuss the move of Mr. Wickersham to shift from Generic strategy to Niche? **07**
