

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA – SEMESTER III – EXAMINATION – WINTER 2025

Subject Code: Strategic Management

Date: 16/12/2025

Subject Name: 1539501

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 following terms with examples: (a) Emergent Strategy (b) Jugad (c) Corporate Governance (d) Core Competence (e) General Environment (f) Merger (g) Multidomestic Strategy	14
Q.2	(a) Comment on following vision statements of two FMCG companies. Dedicated to the health & wellbeing of every household - Dabur Bringing the goodness of health and beauty to consumers in emerging markets – Godrej Consumer	07
	(b) Choose a company of your interest. Describe the nature of the company and analyze its position against any THREE of the five forces of Porter's Model.	07
	OR	
	(b) Choose a company of your interest. Describe the nature of the company and analyze how it is affected by any THREE segments of general environment.	07
Q.3	(a) Analyze your institute using Porter's value chain model.	07
	(b) Explain Low-Cost Leadership strategy and its implementation through primary activities of value chain model.	07
	OR	
Q.3	(a) Explain different types of diversification strategies with suitable examples.	07
	(b) Analyze your institute using The Four Criteria of Sustainable Competitive Advantage.	07

- Q.4 (a)** Choose a corporate / company of your interest. Identify its major businesses / products / services and prepare BCG Matrix giving proper justification. **07**
- (b)** Explain Porter’s model of the determinants of national advantage using suitable examples. **07**
- OR**
- Q.4 (a)** Apply McKinsey 7s model to company of your choice. **07**
- (b)** What do you mean by cooperative strategy? Explain strategic alliance and joint venture with suitable examples. **07**
- Q.5** CASE STUDY given at the end.
- (a)** Identify the key characteristics of Mr. Bakhshi as a strategic leader depicted in the case above. **07**
- (b)** How Mr. Bakhshi led the cultural change in the bank? **07**
- OR**
- Q.5 (a)** ‘Structure follows the strategy’ analyze this statement in the light of information provided in the case. **07**
- (b)** Explain the ‘customer centricity’ approached mentioned in the case? How did it affect the working of managers? **07**

.....

CASE STUDY

ICICI Bank’s Silent Alchemist

Mr. Sandeep Bakhshi made an unannounced visit to ICICI Bank’s branch in Lonavala. Mr. Bakhshi — who has shunned publicity right through his career and more so after taking over the top job — sat in one corner of the branch, watching the proceedings for a good half hour. Employees at the branch went about their work, assuming the 62-year-old to be one of its several customers.

After a while he went up to the manager’s cabin and introduced himself. But the manager failed to recognize who he was, till the CEO made the revelation. Mr. Bakhshi broke the ice with his pal talk. But more than meeting protocols, he got down to talking about what the branch — which was a laggard — could do to improve its business targets. The tone and demeanor of the conversation had an alchemy effect as the branch went on to break all its past records.

There are enough and more of these anecdotes about the mechanical engineer who has reinvigorated the country’s second-largest private sector bank by breaking down hierarchies and simplifying processes after taking on the top job since October 2018. The takeaway from industry sources and insiders is that Mr. Bakhshi is following the KIS — keep it simple — model.

There is no management mumbo-jumbo or reinventing of the wheel, instead Bakhshi has adopted a commonsensical approach — banking is a service proposition and is not product-led.

Effectively, the message down the rank is that no products will be pushed down the throat of customers. In management parlance, this approach would be defined as customer centricity, keeping the customer at the centre, and offering a product that is relevant rather than the other way round.

This clarity of thought has also been accompanied by transformative cultural and structural reforms with an all-pervasive “boss” culture being done away with for a one bank, one team culture. “Leadership matters but it matters even more when it is about the change or being the catalyst, as it requires bold thinking, and willingness to steer cultural change,” Vikas Khemani, founder of Carnelian Asset Advisors, which has an exposure to the bank as part of its portfolio, tells Fortune India.

The bank, whose origins lay within the architecture of the erstwhile development finance institution, had largely functioned as a bank with different growth engines, more importantly, wholesale and retail. Mr. Bakhshi dismantled the special project finance group. “By scaling down the division, he sent out a very strong message to the organization about his strategy and intention,” mentions Mr. Khemani, also an ex-ICICI group employee. The one bank, one team approach also led to the doing away of a differential incentive system with a fixed bonus percentage across levels.

His message to external stakeholders is clear and keeps getting played over like a record. “We continue to be guided by the twin principles of ‘One Bank, One RoE’, emphasizing the goal of maximizing our share of target market across all products and services and ‘Fair to Customer, Fair to Bank’, emphasizing the need to deliver fair value to customers while creating value for shareholders,” is a routine comment heard in every quarterly analyst call.

While Mr. Bakhshi lets his team do all the talking, numbers show the difference he has made. Business per employee has risen from ₹0.58 crore in FY18 to ₹16.69 crore in FY22; PAT per employee is up from ₹0.08 crore to ₹0.22 crore per employee over the same period. But the big difference is in the return ratios with the ROE up from 3.34% in FY19 to 14.97% in FY22.

That is also a reflection of the quality of growth under Mr. Bakhshi, wherein non-performing assets (NPA) fell from 4.77% in FY18 to 2.08% in FY19, down to 0.76% in FY22.

Instead of lording over branch managers and cluster heads from the ramparts of the headquarters at Bandra-Kurla Complex in Mumbai, the decentralized approach is giving employees at the front-end the liberty to decide what is relevant for the customer. “We are no longer chasing targets but the lifecycle value of a customer,” says a senior bank executive. The back-to-basics approach has ensured that the loan book is pretty diversified with a calibrated approach to retail and wholesale banking.

The changing contour has prompted the stock market to rerate the bank with the market cap nearly doubling from ₹2.57 lakh crore as of March 2019 to ₹5.07 lakh crore as of end of March 2022, while the share price surged from ₹399 to ₹730 over the same period.

The reclusive CEO, who still drives around in a Toyota Innova, was first brought into the bank in 2009 as deputy managing director to fight rising delinquencies, and later was given the task of heading ICICI Prudential Life Insurance Company. In both stints he earned his spurs. Banking, however, can be a very fickle business wherein cycles change and so do outcomes. But as long as the bank sticks to the basics, Mr. Bakhshi will be more than happy living in oblivion.
