

Enrollment No./Seat No.:

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA - SEMESTER - III EXAMINATION - WINTER 2025

Subject Code: N2539301

Date: 16-12-2025

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.**

	Marks
Q.1 ALL 7 Questions must be Compulsory.	14
(a) Transnational Strategy	
(b) SCA	
(c) Above Average Return	
(d) Critical Success Factors	
(e) Conglomerate Diversification	
(f) Strategic Leadership	
(g) Strategic Objectives	
Q.2 (a) Describe the different levels at which strategy operates. How is integration of strategies operating at different level done?	07
(b) Describe the essential characteristic of a mission statement of a MNC. With examples, explain in what different ways can a mission statement be formulated, for this MNC?	07
OR	
(b) Identify vision statement for a global company of your choice. How is this vision statement related to the strategies adopted by this global company?	07
Q.3 (a) Identify the external and internal component of an environment for an organisation. Analyse the following trends at global level and extrapolate their implications for strategy formulation within companies: (a) rising population of aged people (b) spread of Internet (c) rise in income difference among rich and poor people	07
(b) Explain different types of resources for an organisation. With examples explain how do these resources lead an organisation to SCA?	07
OR	
(a) What is a firm's value chain? With examples explain how can it be used to create competitive advantage for global operations for a firm?	07

- (b) With examples explain the conditions under which the following business level strategies are used: (a) cost leadership (b) differentiation and (c) focus. Also explain the risk associated with these business level strategies 07

Q.4 (a) Analyse the different types of international entry modes firms adopt based on risk and equity stake, with help of relevant examples. Why do Indian firms internationalise? 07

- (b) One India based MNC wishes to identify strategies for the various businesses in each of the sectors of BCG matrix. How can it go about doing this? 07

OR

- (a) On what two dimensions do the international strategies configurations differ? Explain each of these strategies with a diagram of these two dimensions. 07

- (b) Identify the criteria suggested by Rumelt for strategy review. Explain any two of these criteria in detail for a US based MNC operating in India. 07

Q.5 Read the SWOT analysis statements are given below for a software company with global operations and answer the questions.

Shifting consumer behavior makes a strong social media brand extremely important.

We attract and retain a skilled, motivated, and experienced workforce that helps create the best product for our customers.

Adding additional development teams can add capacity to help us develop quality products for less.

Regulations in data and privacy could majorly impact how we store and use customer data.

Only 50% of products reach the market on-time and on-budget.

Compared to the competitive set, a lack of online reviews creates a barrier when customers cross-shop our product.

A high level of customer satisfaction makes it easy to retain customers and grow total contract values.

Shifts in consumer behavior make having quality 3rd-party customer reviews more important in buyer decisions.

A strong presence in our local community creates a great work culture and a positive impression of our brand.

We attract and retain a skilled, motivated, and experienced workforce that helps create the best product for our customers.

Industry-leading products and technology add value to our customers' lives every day.

A rise in cyber crime is a major global issue and could impact our organization.

Too much of organization's sales is dependent on 1-2 major products in conquered territories.

Creation of counterfeit and similar products especially in the emerging and low-income markets signals danger in future.

- (a) Identify statements related to Strength and Weakness. 07

- (b) Perform V, R, I, O framework analysis on these statements. 07

OR

- (a) Identify statements related to Opportunities and Threats. 07

(b) Describe each component VRIO framework for the statement given above.

07
