

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

Subject Code: 4539201**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. No.		Marks
Q.1	Explain the following terms in brief: (a) Stakeholder (b) Jugaad (c) Strategy (d) Down scoping (e) Resources (f) Company Mission (g) Acquisition	14
Q.2	(a) Explain strategic groups and stakeholders and their influence on strategy.	07
	(b) Discuss SWOT analysis for a firm environment with a suitable example.	07
	OR	
	(b) Explain Resource Based Model of above average returns	07
Q.3	(a) Explain BCG matrix with suitable example.	07
	(b) Discuss Value Chain analysis of an organization and its relevance in strategic management	07
	OR	
Q.3	(a) Discuss the specific risks associated with using cost leadership strategies.	07
	(b) Outline the difference between core competence, competence and distinctive competencies with relevant examples.	07
Q.4	(a) Explain corporate social responsibility with proper examples.	07
	(b) Discuss merger and acquisition strategies in any industry of your choice, with the advantages and the disadvantages.	07
	OR	
Q.4	(a) Explain the importance of concepts of BCG Matrix, GE Matrix and McKinsey 7s in effective Strategy Implementation.	07
	(b) Explain the Blue Ocean Strategy with relevant example.	07

Q.5

CASE STUDY:

Suhan International (SI) 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 SI on its own. Most of the alliances provide SI with access to particular geographic markets, industries, or channels, although an increasing number of alliances involve both market access and technological development.

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| (a) | SI 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 SI making suitable assumptions. | 07 |
| OR | | |
| (a) | Why would a company like SI 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 SI for ensuring success in its alliance based strategies. | 07 |
