

Enrollment No.: _____

Seat No.: _____

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA - SEMESTER - III EXAMINATION - WINTER 2025

Subject Code: 4539201

Date: 16-12-2025

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.	Question Text and Description	Marks
Q.1	Explain following terms in brief 1) Strategic Intent 2) Strategic Groups 3) Conglomerate Diversification 4) Blue Ocean Strategy 5) Juggad 6) Grassroots 7) Sustainable competitive advantage	14
Q.2	(A) Describe the process of strategic management. Draw a neat chart showing comprehensively the different elements in the strategic management process. (B) “A vision is too abstract to be of any practical value.” Do you agree with statement? Explain with example. Discuss the process of developing vision for a company?	07 07
	OR	
Q.3	(B) Explain in detail Porter’s five forces model for internal analysis of organization. (A) Explain the role of SWOT analysis as a tool for facilitating strategic choice at the business level. And prepare a SWOT analysis of Reliance Company. (B) What do you mean by Value chain analysis? Draw diagram and explain various components of value chain analysis.	07 07 07
	OR	
Q.3	(A) What do you mean by BCG matrix? Explain in detail how BCG matrix helps the organization to select strategies for its business. (B) Write detail note on international corporate level strategy.	07 07
Q.4	(A) The quality of leadership is an important element of the role of executives in the implementation of strategy”. Discuss. Using an example, state how a CEO has implemented innovative strategies in a unique way. (B) Explain MC Kinsey’s 7S Framework. Bring out its implications to millennial enterprise.	07 07

OR

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| Q.4 | (A) | Explain Management of change through VUCA | 07 |
| | (B) | What do you mean by triple bottom line approach? Explain TBL approach with example. | 07 |

Q.5 CASE STUDY:

For as long as business existed, people involved in it have been subjected to the whims of the economy. The only constant in business has been change and economic uncertainty has been just another day at office for all those who ever thought of financial success. Pervasive market fluctuations and economic volatility are here to stay.

Interesting research in the recent past threw up mind boggling statistics. Of the total companies in the 1955, Fortune 500 list, 70% are now out of business and those listed in 1979, 40% no longer exist as corporate entities. This trend is widely seen across the world. Today, if corporations are being formed before one can blink one's eye, almost as many are being shut down daily. Big corporate names of yesterday are either shutting shop or are on the brink of closure and bankruptcies. If a third of the Fortune 500 companies of 1990's can disappear by 2020 and the average life span is decreasing by the day, there is little wonder that smaller companies are also feeling the pinch.

At the core of the problem lies not just the lack of sustainable business plans. It is a larger issue. It is the result of the organizations' ability to change; to evolve, to accept challenges and to seek new avenues of growth. To be big and strong is one thing; to be evolving with the times is another matter. So, it is the capability of the organization to reengineer, transform and adjust to the rapidly changing business environment that separates the boys from the men or the haves from the have not's. Building adaptive capabilities that will enable an organization to move with the market is the call of the day. Adaptive organizations revolve around dynamic real time processes; Performed anywhere and anytime using adaptive solutions. An organization's operating teams may be dynamic and effective but market conditions are beyond one's control and they do not look likely to rebound. One must, therefore, adjust and adapt and defy the economy.

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| (A) | What do you think; an organization should do to cape with the changing business environment? | 07 |
| (B) | Suggest strategies for sustainable business performance. | 07 |
| OR | | |
| (A) | "To change or to close down" Comment on this statement in the light of the changing environment. | 07 |
| (B) | What precautions business should take to get sustainable position in environment? | 07 |
