

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA - SEMESTER– III EXAMINATION – WINTER 2020****Subject Code:4539201****Date:01/01/2021****Subject Name:Strategic Management (SM)****Time:10:30 AM TO 12.30 PM****Total Marks: 47****Instructions:**

1. Attempt any **THREE** questions from Q1 to Q6.
2. **Q7 is compulsory.**
3. **Make suitable assumptions wherever necessary.**
4. **Figures to the right indicate full marks.**

Q. No.	Explain following terms.	Marks
Q.1 (a)	<ol style="list-style-type: none"> 1. Emergent Strategy 2. Vision 3. Distinctive Competency 	06
Q.1 (b)	<ol style="list-style-type: none"> 1. Value Chain 2. Tangible Resources 3. Conglomerate Discount 	06
Q.2	<ol style="list-style-type: none"> (a) Explain the concepts of strategic groups and stakeholders and their influence on strategy. (b) Explain Porter's Five Force Model by taking an industry or a company of your choice. 	06 06
Q.3	<ol style="list-style-type: none"> (a) Write a short note on McKinsey 7s. (b) Discuss in brief strategies namely Mergers, Acquisition and joint venture by citing real life examples. 	06 06
Q.4	<ol style="list-style-type: none"> (a) Discuss the outcomes associated with the various restructuring strategies in the short term and long term. (b) Discuss the salient features of structures for the business strategies of cost leadership, differentiation, and focus. 	06 06
Q.5	<ol style="list-style-type: none"> (a) Discuss the concept of corporate social responsibility and sustainability by giving examples any company of your choice. (b) Explain the Blue Ocean Strategy with relevant example. 	06 06
Q.6	<ol style="list-style-type: none"> (a) Discuss corporate governance internal mechanisms. (b) Explain Balance Score Card with suitable example. 	06 06

Q.7

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

Answer the following questions:

- (a) Do you agree with a company like BI which places such emphasis on alliances as a growth vehicle? Justify your answer. **11**
- (b) BI appears to be managing a large number of alliances. What type of strategic alliance network it should use for smooth working among strategic network members?

Or

- (a) Carry out the SWOT analysis for BI in context of its strategy of emphasising on alliances as a growth vehicle. **11**
- (b) In context of above case suggest which controlling mechanism should be used by BI. Discuss in context of Operational control v/s Strategic control.
