

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER -III– EXAMINATION – WINTER 2021

Subject Code: 4539201

Date: 15-02-2022

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.

- Q.1** Give definition of following terms: **14**
1. Driving Forces
 2. Key Success Factor
 3. Core Competence
 4. Value Chain
 5. Restructuring
 6. Sustainability
 7. Strategy
- Q.2** (a) What is PESTEL analysis? Explain PESTEL analysis with respect to Pharmaceutical Industry in India. **07**
- (b) Is Porter's five force model still relevant in present condition of world due to pandemic? – Explain with proper justifications. **07**
- OR**
- (b) Due to Covid 19, majority of the business have to change their process of doing business. With consideration to this explain the various changes occurred in the value chain of Industry of your choice. **07**
- Q.3** (a) What is diversification? Explain various types diversification with proper examples. **07**
- (b) Strategic alliance is the tool for entering into new geographical territories – Justify the statement with proper example. **07**
- OR**
- Q.3** (a) Explain the BCG Matrix with proper example. **07**
- (b) Proper and timely strategic leadership gives new heights to companies and businesses – Justify with proper example. **07**
- Q.4** (a) Explain corporate social responsibility with proper examples. **07**

(b) Explain Balanced Scorecard in detail. 07

OR

Q.4 (a) What is Innovation? Explain various Innovation terminologies with proper examples. 07

(b) Explain difference between core competence, competence and capability with proper examples. 07

Q.5 ITC: A Global Model in Sustainability

ITC, an Indian multinational conglomerate, was incorporated on August 24, 1910, as a Private Limited Company under the name Imperial Tobacco Co. of India Ltd. ITC began its journey in a humble way. A leased office on Radha Bazar Lane, Kolkata, was the center of the company's existence. For over 15 years since its inception, ITC's focus was broadly on tobacco products and particularly on cigarettes. It was only in 1925 that the company expanded through 'backward integration' into the packaging and printing business. In the year 1953, ITC acquired the manufacturing business of Tobacco Manufacturers (India) Ltd., and the Complementary Lithographic printing business of Printers (India) Ltd., In 1954, ITC was converted into a public limited company.

Inspired by the overarching vision of making a contribution to the national goals of sustainable development and inclusive growth, ITC had innovatively created distinctive business models that synergized long-term shareholder value creation with enhancing societal capital. This commitment was reflected when ITC measured accomplishments not only in terms of financial performance but also by the transformation it had consciously engendered to augment the social capital of the nation in its Triple Bottom Line' approach of contributing to the economic, environmental, and social capital of the country. Envisioning a larger societal purpose had always been a hallmark of ITC. The company did not see a conflict between the twin goals of shareholder value enhancement and societal value creation.

ITC's E-Choupal Eco-system is one of a groundbreaking move, ITC set up village internet kiosks called E-Choupals, a unique web-based initiative offering farmers the information, products, and services they needed to enhance farm productivity, improve farm-gate price realizations, and cut transaction costs. Farmers had access to the latest local and global information on weather and scientific farming practices as well as market price at the village itself. The services were provided through this web portal in different languages. It also facilitated supply of high quality farm inputs as well as purchases at the doorstep, thereby saving them time and transportation costs.

- (a) What are the various advantages of Sustainability approach? 07
- (b) Explain the role of Sustainability approach in success of ITC? 07
- OR**
- (a) Critically evaluate “Sustainability” approach adopted by ITC? 07
- (b) According to you other than sustainability, which another approach can be useful to ITC. Justify your answers with proper justifications. 07

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