

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER –III-EXAMINATION – WINTER-2022

Subject Code: 4539201**Date: 24/01/2023****Subject Name: Strategic Management****Time: 10:30 AM to 1:30 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.1 Explain following terms in brief** **14**
1. Emergent Strategy
 2. GE Matrix
 3. Intangible Resources
 4. Above-Average returns
 5. Creativity V/s. Innovation
 6. Core Competence
 7. Jugaad
- Q.2 (a)** A firm's unique collection of resources and capabilities are the primary influencers on the selection and use of a strategy". Explain the statement in the light of resource based model of above average return **07**
- Q.2 (b)** Explain the concepts of strategic groups and stakeholders and also explain their influence on strategy. **07**
- OR**
- Q.2 (b)** Explain the Porter's Five Forces with reference to Petroleum Industry of India. **07**
- Q.3 (a)** A start up named "Hirva Ayurvedic" in Gujarat is extracting the Ark (liquid) from Tulsi which is considered to be immunity booster. It has covered a larger market in India and wants to explore the possibility of entering the international markets. Suggest the company about the possible ways of entering in to International market. **07**
- Q.3 (b)** Reliance & Tata have diversified businesses. What is diversification? Why should a firm diversify its businesses? **07**
- OR**
- Q.3 (a)** Discuss the steps for the journey of Competitors towards Competitive Dynamics. **07**
- Q.3 (b)** Discuss the concept of Value Chain Analysis by taking the example of D-Mart **07**
- Q.4 (a)** What is Grassroots Innovation? Narrate the success story of any two Grassroots Innovators. **07**
- Q.4 (b)** How does a company apply BCG matrix? Discuss the same by taking the example of any multinational company. **07**
- OR**
- Q.4 (a)** Explain the concept of VUCA. Discuss the relevant examples of it after Covid-19 Pandemic situation. **07**
- Q.4 (b)** What is Blue Ocean Strategy? How the company can take Blue Ocean Shift ? **07**

India has been somewhat of a confusing ground to bat on with so many European companies withdrawing its mark from the country. Companies like Maruti and Toyota, on the other hand, have found a way to prosper and sustain in the Indian market. A lot of customer perceptions have to do with the way brands are marketed. A variety of factors including and not just confined to design, social status symbol, and advertising play a major role in a customer's buying decisions. Companies with a strong vision formulate strong marketing strategies and have sustained in the Indian market.

Kia Motor Corporation or KIA is a South Korean automaker. They're headquartered in Seoul and are country's second-largest manufacturer after Hyundai Motor Corporation. Given the number of cars they sold in 2020 (4.3 Mn worldwide), they were partially acquired by Hyundai company. And in return, Kia took a minority ownership of 20 subsidiaries from Hyundai.

Kia Motors expanded to the United States in 1992, and its approach was conservative. They expanded one area at a time. Why are you learning this? Because this is exactly what they did in India too, so keep reading. By 1995, they had more than 100 dealerships located across 30 states of the US. The company currently manufactures sedans, minivans, SUVs, and hybrid vehicles and the Kia Forte has been the company's number one selling vehicle.

Kia motors entered the Indian Market in July 2019, i.e. roughly three years ago on the date we're writing this post. And, the reason we're writing this piece is that the carmaker has become a success story. Even with the automobile slowdown and the lockdown. It has become the fastest car sellers in the country by making sales of one lakh units in the last 11 months after it entered the Indian market.

Kia already had a ton of market research data from their parent company Hyundai before they entered the market. But they went beyond for a little more. They found out that 55% of the Indian population was under 30. It had an upward trajectory in terms of technology adaptation and the middle class was growing faster than ever. They understood that these are the people who are aspirational and are demanding differentiated products. So, they set their eyes only on the middle class for the next 5 years.

Now based on this research, they realized that an SUV – Seltos – with cutting edge tech features would do the trick. And the rest is history. They received 50,000 pre-bookings. Reports said their debut month sales beat half a dozen car brands in India. The company also tapped the Digital potential to improve its reach. They chose Tiger Shroff, an aspirational actor, to promote Seltos. The choice was perfect as most of their audience directly connected with the ambassador and did the trick for them. In July 2019, Kia motors became the fastest-selling car maker selling 1 lakh vehicles in India, in the span of just 11 months.

- (a) Bring out the Strengths and Weaknesses of Kia motors and Explain what are the Opportunities and Threats ahead for it? 07
- (b) What strategies Kia motors should adopt to increase its market share in future. 07

OR

- (a) What is the structure of Indian Automobile Industry? 07
- (b) Discuss the Kia Motors's Entry Strategies. 07
